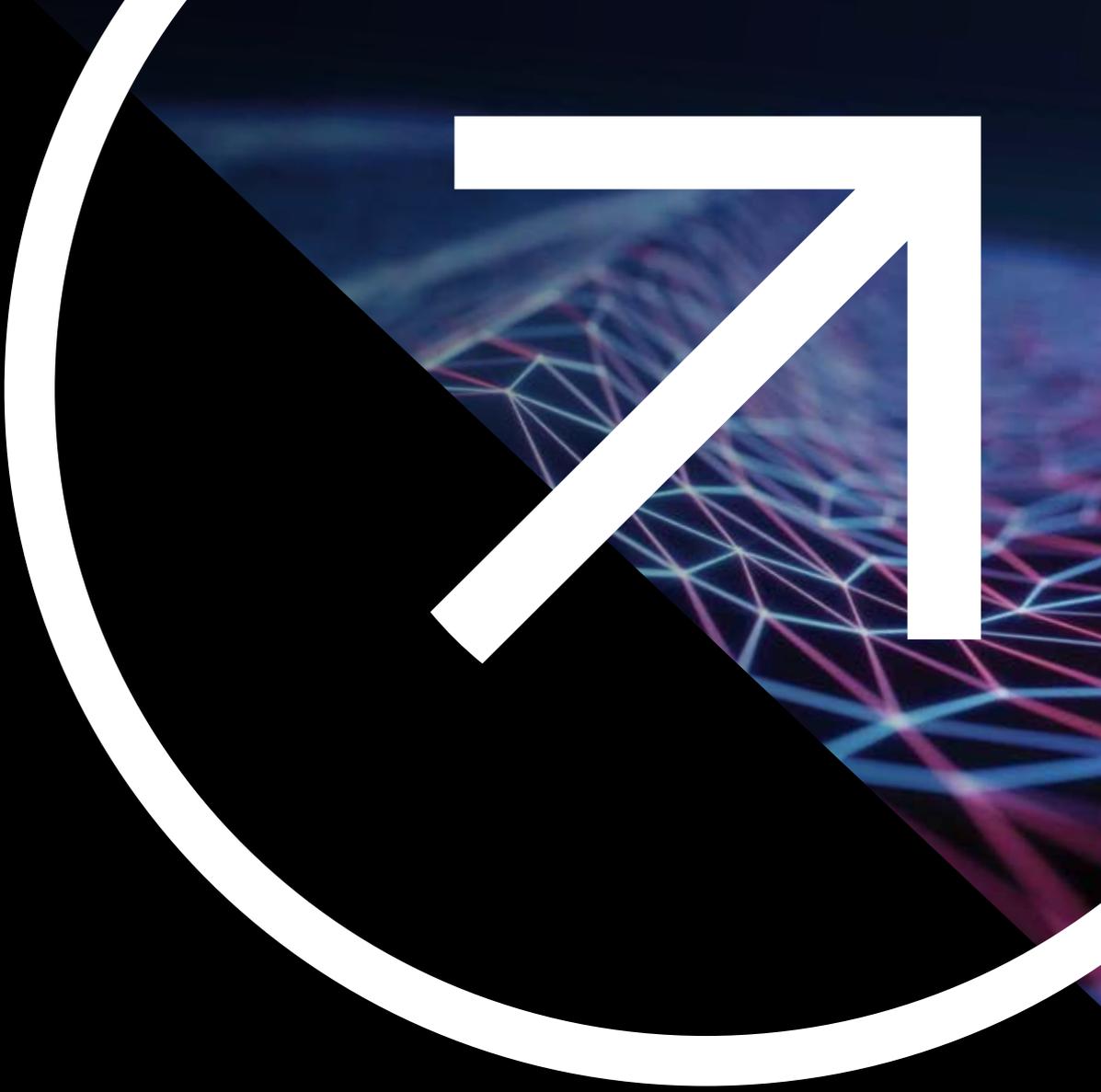




# Integrated report 2017





# FIN|TECH

CAMPUS





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**Corporate profile.**



# Corporate profile.



## What we do

### Using FinTech to bank the unbanked

MyBucks is a Frankfurt-listed financial technology (FinTech) company, embracing technology as a means to provide financial products and services in predominantly high-growth emerging markets. Through our brands – GetBucks, GetBanked and GetSure – we offer consumer loans and banking solutions, including insurance products.

Our solutions are created with the aim of driving financial inclusion for both the unbanked and under-banked, as well as the financially vulnerable population globally.

The MyBucks product offering enables our customers to manage their financial affairs easily and conveniently. We continuously aim to ensure that our products are accessible, simple and trustworthy in comparison to traditional, non-technological methods – ultimately, working towards enhancing benefits to the customer.

Since our inception in 2011, MyBucks has experienced exponential growth. Today, we have operations in 11 African and two European countries, as well as Australia.



**MyBucks offers financial products, transforms them into opportunities, and helps to create financial inclusion.** Dave van Niekerk – CEO

## Our vision

**MyBucks embodies a new era of financial services, and we continuously aspire to:**

- » Enable financial inclusion through technology;
- » Grow as a virtual bank providing financially inclusive products;
- » Strengthen into a globally recognised brand;
- » Be the leader in innovation in the FinTech industry; and
- » Offer financial products that transform into opportunities to assist in the realisation of financial inclusion for all.

## Setting the scene

Traditional banking systems are giving way to online financial institutions. MyBucks is at the forefront of this new banking revolution. We positioned ourselves as a FinTech venture from the start and have expanded in an era where major trends, such as mobile, cloud computing, big data and generational shifts are shaping the world in which we live, work and play. Our robust business model, proprietary software and expert skill set all converge with today's technological and social steps forward, transforming our product offering into innovative applications that both benefit and delight customers across multiple channels and regions.

## Modernising the financial services space

Cognisant of the growing trend of consumers' lives becoming more technologically driven than ever before through a myriad of devices, our vision is to break the paradigm of customers having to visit a location to access services. Our aim is to enable our customers to achieve financial inclusion through virtual technology.

MyBucks' banking, lending and insurance product offering is therefore underpinned by our services, encompassing mobile banking, credit reports, credit education, financial budgeting, income protection, and emergency cover through insurance.

**...consumers' lives are becoming more technologically driven than ever before through a myriad of devices.**

## Real time, easy to read user interface

MyBucks is unique in that it offers its customers a personalised dashboard, which features the following:

- » Savings balances and targets;
- » Personal credit available;
- » Trust level;
- » Budgeting tool; and
- » Credit score.



# Artificial intelligence

MyBucks is the first FinTech business in Africa to make use of credit technology that is supported by an in-house artificial intelligence (AI) team. In the micro-finance industry, AI plays a critical role in predicting whether or not someone can pay back a loan. Our credit decision and scoring system continuously learns customer behavioural patterns from historical loans and is then able to predict a customer's probability of default for a particular product at any given time.

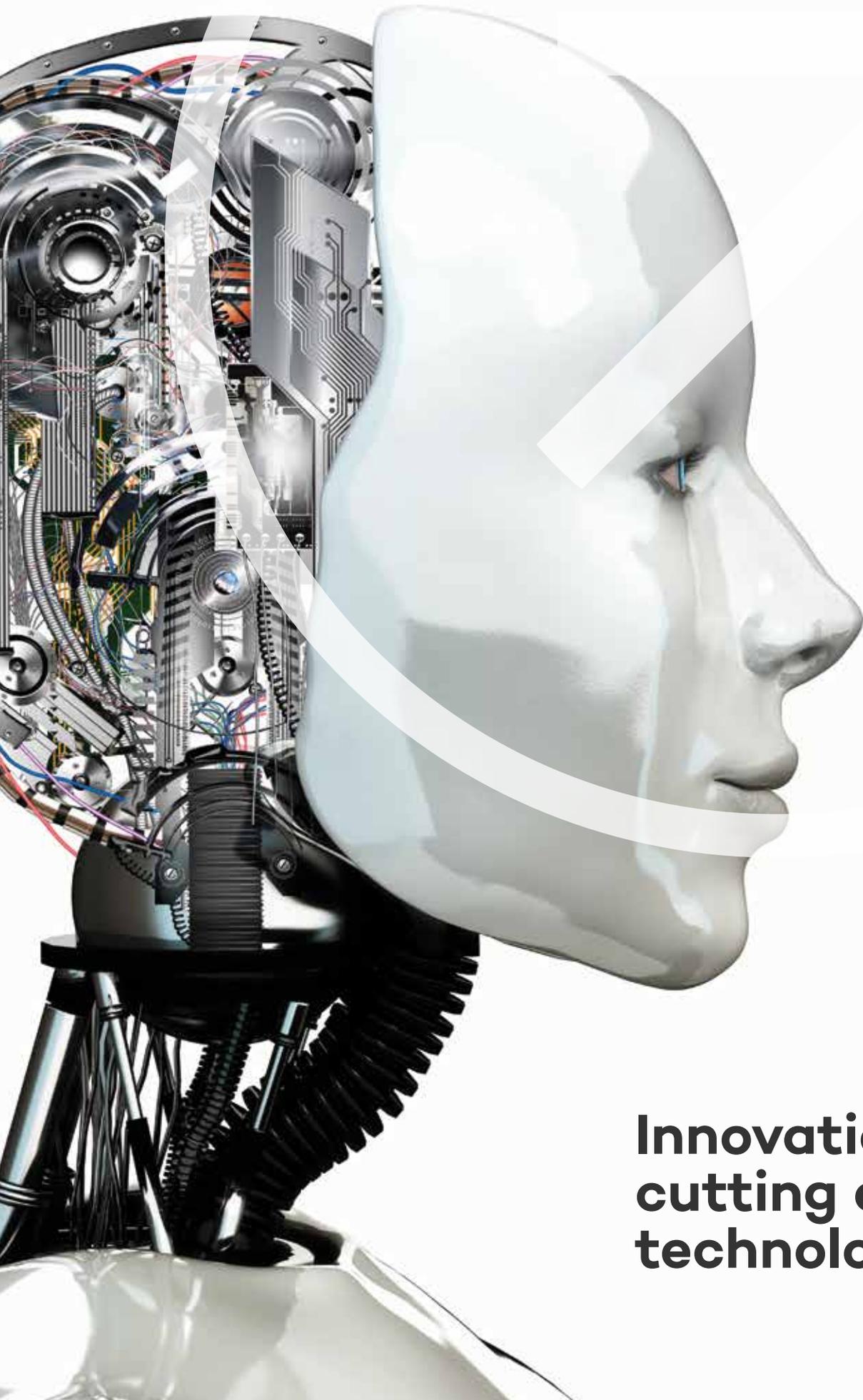
The underlying algorithms consider a number of factors. These include behavioural data, transactional data and employment information. Accordingly, the system assigns a unique credit score and determines a probability of default, which in turn drives a unique credit offering to the customer by adjusting the loan amount, term and interest rate.

Refer to page 31 for further detail on how we employ AI.

## Our proprietary credit decisioning and scoring technology has made over **8.4 million predictions** during the financial year, becoming more accurate every day.

MyBucks highlights.

- The leading FinTech company in Sub-Saharan Africa
- First FinTech player on the continent to provide saving products
- Proprietary credit scoring and fraud detection algorithms
- Currently operating in 3 banks and 9 MFI's
- In excess of 1.5 million customers
- Over 1.8 million loans issued with a value of over € 230m
- Loan disbursements FY 2017 € 124m
- FY 2017 revenue of € 54m
- Loan book as at 30 June 2017 c. € 68m
- 59% customer retention rate
- Default rate of 7.12%



**Innovation &  
cutting edge  
technology.**

# Strategic overview.



# Strategic overview.

Our focus in the year ahead will be on further expanding our global banking operations by collaborating with a number of local partners, in that way optimising our operations while enhancing our interest margins.

## End of the password age

We are exploring the use of biometric security systems to conveniently verify the identity of our customers without the use of traditional PINs, passwords and tokens. These security keys – now verging on being obsolete – are not only easy to forge, but are also proving to be increasingly ineffective in protecting customers' information.

Biometric security is well suited for the financial services industry and offers advantages both for the financial services provider as well as consumers.

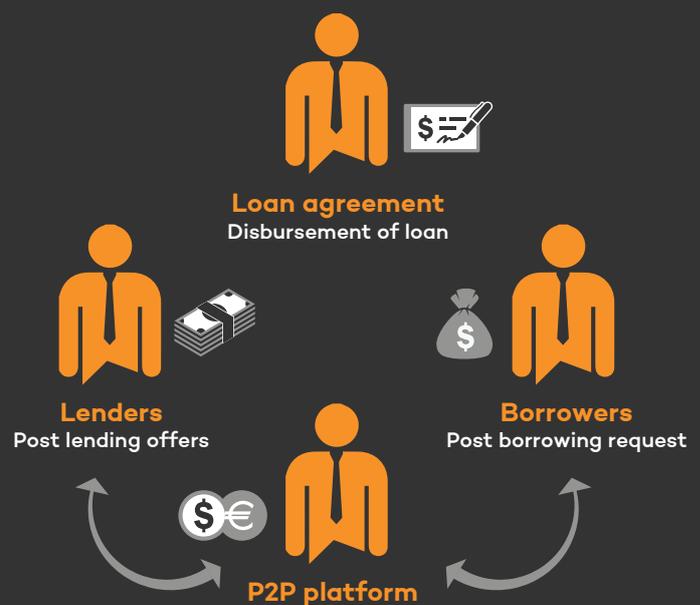
The technological advances in biometrics will therefore enhance proper security and authentication of all MyBucks consumer information; while allowing customers to have their identity verified based on their physical and behavioural traits – such as fingerprint, finger- or palm vein pattern, and iris recognition – resulting in secure and reliable online or mobile transacting.

## Superior user security.

### Peer-to-peer lending

Peer-to-peer (P2P) lending is the practice of lending money to individuals or businesses through online services that match lenders with borrowers.

Our vision is to establish a P2P lending marketplace where investors can participate in loans originated by non-bank loan originators. That is, investors can invest in different types of loans originated by a variety of loan originators. In addition, traditional balance sheet lenders can connect to the P2P marketplace and reap the benefits of the P2P lending model to fund their loans.



The P2P lending model

## Grow our remittance market

To further improve financial inclusion and convenience, we also plan to enhance our digital transfer products, including mobile money transfer and online money transfer. Mobile money transfer refers to a form of P2P mobile payment and allows our customers to transact via a mobile phone and a digital wallet that keeps, sends and receives money. Online money transfer is the instantaneous transfer of money from one person to another. Our digital transfer products will ensure our customers can transfer money fast, securely, conveniently and at affordable rates.

## The future of MyBucks.

### Client.

#### Credit +

Short term loans  
Long term loans

#### Banking +

Overdraft  
Savings

#### Insurance +

Funeral  
Credit life

#### Value added +

Budget tool  
Credit report  
Wallet  
3rd party products  
eCommerce credit

#### AI +

Algorithms  
Support bot  
Automated banking

### Investor.

#### + Peer to peer partners

Lend-A-Hand  
Mintos  
Viventor

#### + Banking

Corporate deposits

#### + DFI

Developmental finance  
Emerging markets finance  
NGO / Foundations

#### + Wholesale investors

Private equity funds  
Fixed income funds  
Mezzanine finance

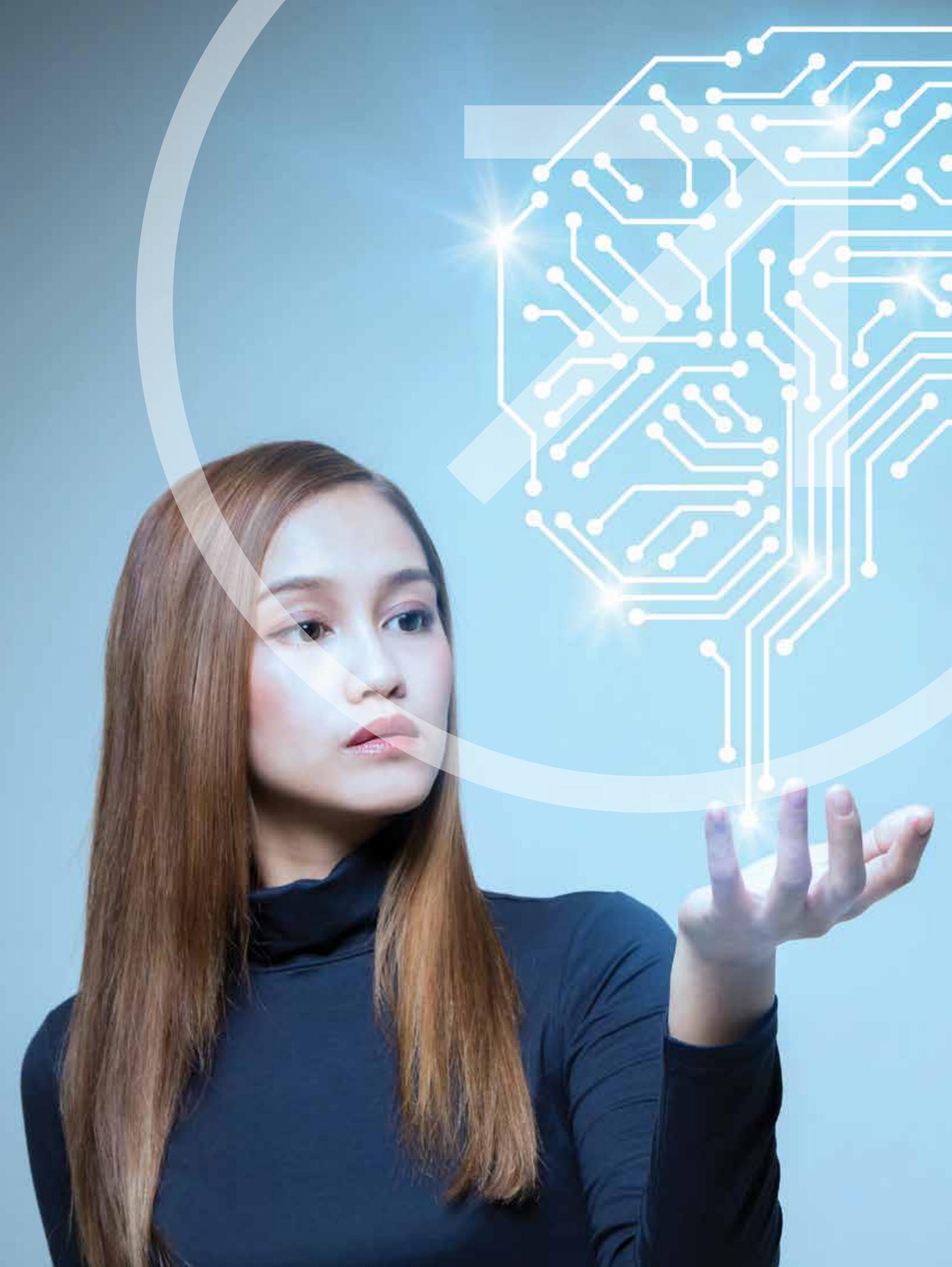
#### + Asset management

Investment products  
Financial advice (bot)  
Pension funds

#### + Marketplace

Securitisation and packaging  
of loan bundles to investors





# Chairman's report.



# Chairman's report.

Delivering sustainable growth by investing in the future.



## Dear Valued Shareholder,

It is my pleasure to present the integrated report of the MyBucks Group for the financial year ending June 2017, presenting the unaudited consolidated numbers of the group.

## Gerd Alexander Schütz

2017 was a true milestone year for the group, in which we successfully completed the acquisition and integration of four Opportunity Banks and expanded to Australia. In this report, we are highlighting how we created value for all our stakeholders.

MyBucks represents technologies that are disrupting traditional financial services. We are driving market change by focusing on emerging technologies that provide the best experience for our customers. Through our digital journey, which includes unique mobile infrastructure, the use of artificial intelligence and a custom-developed loan management system, MyBucks has a distinct way of reaching customers and providing them with a seamless mobile experience.

During the 2016/17 financial year, we continued to focus strongly on our growth strategy. This strategy consists of four pillars, namely organic growth, expanding our digital banking offering, increased product diversification and geographical expansion.

**Organic growth** was achieved through leveraging the increasing smartphone penetration, which in turn resulted in a significant number of additional accounts and mobile money penetration across all

the markets we serve. This growth was also achieved through scaling up operations where required and continuously enhancing operational efficiencies. During the next financial year, we will now focus on reducing our cost of funding particularly through the sourcing of local funding lines.

By making use of a **digitalised banking** model we are using technology to reach customers with an enhanced product offering as we continue delivering on our vision to drive financial inclusion within the unbanked and under-banked markets. By growing our digital banking reach, we are able to meet the demand from our customers for faster, convenient, reliable and cost effective financial products. During the year under review, we have obtained two further deposit-taking licenses (Uganda and Mozambique), complementing the existing offering in Zimbabwe. During the next financial year, we will endeavour to continue converting licenses. In this light, we already secured a license in Malawi through the pending acquisition of New Finance Bank Limited ("NFB").

Other highlights of the 2016/17 financial year, include the launch of a number of **new lending products**, such as digital SMME lending to finance working capital,

agricultural lending that provides access to finance for smallholder farmers in Uganda and Mozambique, digital insurance products, remittances, and Haraka. Haraka – meaning ‘quickly’ in Swahili – was launched in Kenya in the second half of the financial year. Haraka is a mobile application (app) allowing fully automated nano-loans to be disbursed in minutes. Haraka’s target market is a historically unbanked customer, in other words customers typically ignored by traditional banks. Loans are applied for via smartphone, with approved loans disbursed to a mobile money account instantly. The customer’s identity is verified using Facebook, and artificial intelligence algorithms using a vast number of data points perform credit vetting. The Haraka app has also been launched in Uganda, Zimbabwe, Swaziland and Tanzania with further expansion planned for the next financial year.

Finally, MyBucks continues to increase its **geographical footprint**. On the African continent, we started operations in Namibia. Operations in Botswana are expected to be further strengthened by the pending acquisition of SureChoice, a financial services provider specialising in personal loans to government employees. The acquisition is subject to regulatory approval. MyBucks also acquired FairGo Finance Limited, a lender in Australia, to form the base of an expansion into the Asian region.

## Acknowledgments

In closing, although these acquisitions and their subsequent impact had their impact on the current year financials, they have left MyBucks with an ideal base to grow its banking platform off. Growing off this year’s loan book (EUR 68.5m), the Company is well positioned to continue scaling up and leveraging off its technology base. My thanks to the management team at MyBucks for their achievements during a challenging but rewarding year. My thanks also go to my fellow board members for their support and contribution to our deliberations and the achievement of our strategic objectives. I wish to thank our stakeholders comprising of our customers, staff, regulators, investors, and communities for their unwavering support and joint commitment to our shared vision of financial inclusion through financial technology.

### Gerd Alexander Schütz

Non-Executive Chairman

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..._mod = modifier_ob.  
...mirror object to mirror  
...mirror_mod.mirror_object =  
...operation == "MIRROR_X":  
...mirror_mod.use_x = True  
...mirror_mod.use_y = False  
...mirror_mod.use_z = False  
...operation == "MIRROR_Y":  
...mirror_mod.use_x = False  
...mirror_mod.use_y = True  
...mirror_mod.use_z = False  
...operation == "MIRROR_Z":  
...mirror_mod.use_x = False  
...mirror_mod.use_y = False  
...mirror_mod.use_z = True
```

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...selection at the end -add  
..._ob.select= 1  
..._ob.select=1  
...context.scene.objects.active  
...("Selected" + str(modifier_ob.  
...mirror_ob.select = 0  
... = bpy.context.selected_object  
...data.objects[one.name].select  
...print("please select exactly
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### OPERATOR CLASSES -----

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... X mirror to the selected  
...object.mirror_mirror_x"  
...mirror X"  
...context):  
...tive_object is not
```

**CEO report.**



# CEO's report.

## Delivering sustainable growth by investing in the future.



The journey of FinTech has been longer than most people realise. Some may argue that it kicked off with the invention of the printing press in the nineteenth century, as printing bank notes made it easier to circulate money. The invention of the telegram opened up the enablement of fund transfers, and the twentieth century further boosted FinTech with inventions such as the credit card, ATM, Clearing House Interbank Payment Systems and e-trade.

It was a mere two years before the dawn of the new millennium that online banking was introduced. As connectivity improved and further tech innovations, such as Web 2.0 and the Cloud, were introduced, it changed how people managed their money and how commerce operated – opening a new frontier for FinTechs, adding to its immense capability for widespread access to financial services. And now, in the digital age, as innovation evolves, improving the world's finance through algorithms, smartphone banking, mobile wallets, equity crowd funding platforms, online lending and trading, and financial robo-advisors, infinite fictional possibilities are becoming fact.

While FinTech is capturing the market share thanks to its efficiency, speed and agility, it does not mean the complete demise of traditional banks. Rather, the digital age and consumer are encouraging an opportunity for FinTechs to collaborate with traditional banks; resulting in a boom for FinTechs and an innovation in traditional banking.

That is, true FinTechs are bringing technology and process optimisation to what has become an outdated industry

to offer a symbiotic service. So far, digital financial services have introduced great customer experience and improvement in this regard and, over the last 18-months, this approach has spread into longer term lending; asset-based lending; and SMME lending. Fact is, the global micro-finance landscape needs a revolution. In the digital age, it's adapt or die. This revolution is however already in progress: banks will eventually be forced to embrace technology to score and approve loans, effectively closing the divide between FinTech and traditional finance organisations.

As FinTechs seek scale and traditional financial institutions require digital expertise, collaborative partnerships become increasingly important. MyBucks is pleased to be a consumer facing FinTech start up, whose rise is seen as a global phenomenon. We have also realised that as much as we are called a “disruptor” in the traditional banking realm, we are in fact an enabler. Delivering sustainable growth by investing in the future.

The journey of FinTech has been longer than most people realise. Some may argue that it

kicked off with the invention of the printing press in the nineteenth century, as printing bank notes made it easier to circulate money. The invention of the telegram opened up the enablement of fund transfers, and the twentieth century further boosted FinTech with inventions such as the credit card, ATM, Clearing House Interbank Payment Systems and e-trade.

There is a complementary fit between our growth plan and a bank's strategic needs. It is for this reason that we have embarked on obtaining strategic collaboration partners. In the period under review we have collaborated with Opportunity International to further increase access to finance for the unbanked and under-banked. Our aim remains to ensure MyBucks is the overarching brand for consumers requiring financial services. We continuously focus on establishing local strategic and collaborative partnerships that will assist us in strengthening our brand as an icon in the FinTech industry. Since our inception, our emphasis has been on delivering products and services that consumers need in the environments where we operate – and to offer these in a positive, personalised and prompt way.

We are, in particular, aiming to be the financial accelerant for small business and agricultural clients, developing products and services that specifically meet their financial needs and enable larger economic gains for them and, hence, the economy of the country in which they operate and farm. Our aim is to offer them a cellphone as part of a financial package. This handheld device will eliminate their often far and expensive journey from rural areas to a bank in a city.

Moreover, we are in the process of implementing enhanced artificial intelligence and data management in order to improve our product offering, specifically for smallholder farmers. Additionally, over the short and medium term, we'll follow our defined country specific strategy and roll out a standardised brand group-wide ensuring the consistency of the MyBucks brand in all

areas of operation. Emphasis will remain on continually growing the loan books; launching retail deposits in countries where we have banking licenses; raising more local capital; replacing legacy technology and systems in all countries; and focusing on FinTech insurance. As digital offerings become more mature and interconnected, vast ecosystems will develop and span across industries. In many instances, FinTechs will become submerged in these ecosystems – representing, like many others, a component of a much broader digital network.

At MyBucks, we'll continue on our path to mix capitalism and philanthropy, seeking to financially empower those who long lacked access to financial services. In the very near future, the poorest of the poor will use technology to educate themselves and access financial products and services, anywhere and at any time.

Statistics indicate that, globally, 200 million businesses are unable to get the credit they need for working capital and investments. The estimated global credit gap in this regard exceeds two trillion dollars. Compounding the problem is the fact these credit constraints are most severe in low-income countries, where nearly half of small businesses cite lack of access to finance as a major barrier to growth. With the potential of creating 95 million jobs, 3 trillion dollars in credit for those that need it most, and seven percent global GDP growth, it is here that we can have a massive global impact and break down the barriers to financial inclusion.

FinTechs are the catalyst required to launch the outdated micro-finance sector into the digitally inclusive era. Africa's hope lies in the commercial advancement of technology.

We are pleased to have completed the first-time consolidation of four new entities in Africa (Opportunity Kenya, Mozambique, Tanzania and Uganda) as well as FairGo in Australia. Subsequent to these acquisitions, MyBucks is well positioned for future growth – however, at the same time, was faced with challenges in the current financial year.

MyBucks took a deliberate decision to acquire heavily distressed platforms, which it could turn around with its operational skills, to minimize the effective capital costs of acquiring the Banks. Subsequent to the acquisition, MyBucks was therefore faced with the need to close a number of branches, optimize staff bases and re-assess fixed assets and loan books in line with the due diligence reports. However, these costs do not qualify as restructuring costs, as they form part of the ordinary course of business.

We have managed to turn around these entities to monthly break-even, sometimes for the first time in a decade, subsequent to take-over. However – at the same time, the contribution to the Group's P&L by the four Opportunity entities was a loss of € 4.8m excluding transaction impacts. As a result of the complexity of the Transaction, the Group also incurred a relatively high amount of consultancy costs and audit costs of € 4.7m versus a normalized estimate of c. € 2.0m.

The Group's acquisition of FGF contributed a further € 108k negative impact to profitability in its first year. Against these items, the Group recorded a Gain on Bargain Purchase of € 2.85m leaving a net Operating Profit impact of € 10.9m.

As a result, the Group's operating profit stayed stable at € 11m from FY2016 to FY2017, despite an increase in net loan book from € 38.8m as of 30 June 2016 to € 68.5m as of 30 June 2017 and corresponding revenue increase from € 36.3m to € 53.7m.

At the same time, as at 30 June 2017 the Group still faced funding lines originated prior to the IPO with high interest rates to the tune of c. € 33.4m. Key focus for the Group during the upcoming financial year will be to reduce its cost of funding and refinance most of these high-yielding funding lines. Combining the growth in scale (and as a result consolidating the finance costs of the new operations) with these high-yielding funding lines, the Group's finance costs increased from € 11.7m to € 21.3m representing an increase in gross funding costs from 21.7% to 22.8%.

On the back of these high funding costs and the impacts of the acquisition and integration, the Group recorded an after-tax loss of € 11.1m from continuing operations of which c. € 4.5m was attributable to the acquired and integrated entities.

MyBucks believes this has left the Group with an ideal base to expand further, and expects to return to profitability for the year ending 30 June 2018. Key focus of the Group will be towards correcting its capital structure – which can allow for significant profitability to be unlocked.

Sincerely,

**Dave van Niekerk**

**Management team.**



# Key Management.



**Dave van Niekerk**

Chief Executive Officer

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**Tim Nuy**

Deputy Chief Executive Officer

---



**Neville Graham**

Chief Credit Officer

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**Dr Richard van der Wath**

Chief Data Officer

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**Dr Christiaan van der Walt**

Chief Technology Officer

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**Operating context.**



# FinTech – the digital (r)evolution in the financial sector.

As the Fourth Industrial Revolution keeps gaining momentum, it brings with it the merging of the physical and cybernetic worlds; resulting in a world that is fundamentally changing the way we live, work and interact with one another. The Fourth Industrial Revolution combines universal, mobile supercomputing; artificial intelligence; self-driving cars; neuro-technological brain enhancements; and genetic editing to name but a few. The evidence of dramatic change is all around us and it is happening at an exponential pace.

Digital change increasingly permeates all aspects of our lives and causes fundamental upheavals. The digitisation of our work and private lives – just like globalisation – cannot be halted. The surge in interconnection is signalling a new dimension of globalisation: a globalisation of products and ideas. These newly developed technologies continue to shape or enhance ways of meeting existing customer needs and radically disrupt existing industry value chains by improving the quality, speed, or price at which value is created and delivered.

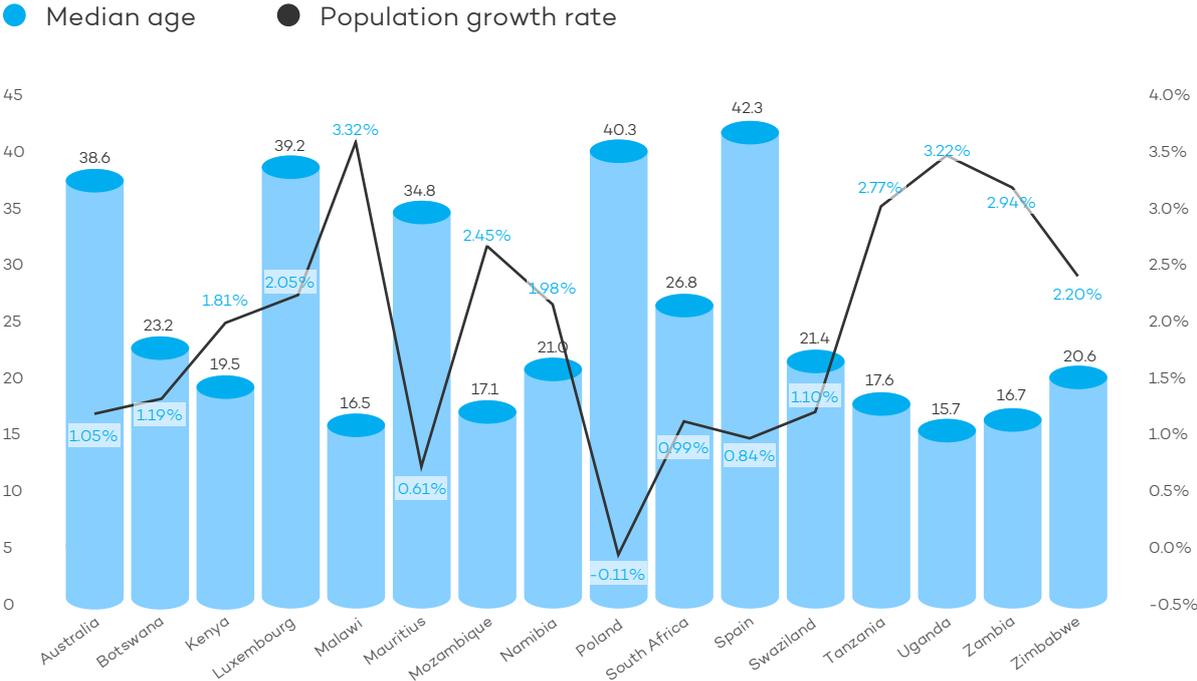
Digital technologies emanating from the Fourth Industrial Revolution, have also created new avenues of innovation disrupting even the well-established financial services business model. As consumer behaviour is increasingly built on access to mobile networks and data, companies are compelled to adapt the way they design, market, and deliver products and services with customers demanding ever increasing transparency and interactive engagement.

FinTech – financial technology – is the innovative use of technology in the development and delivery of a wide range of financial services. FinTech is also the widely recognised phrase used to describe the digitisation of the financial sector. It is the collective name used to describe innovative technology-based product offerings in the financial sector, including Internet-based technologies in the field of e-commerce, mobile payments and early-stage crowd-based funding. It has transformed the financial landscape through a range of applications and technologies, from AI and blockchain to digital payments and robo-advisors.

The rise of FinTech has forever changed the way companies and individuals conduct business.

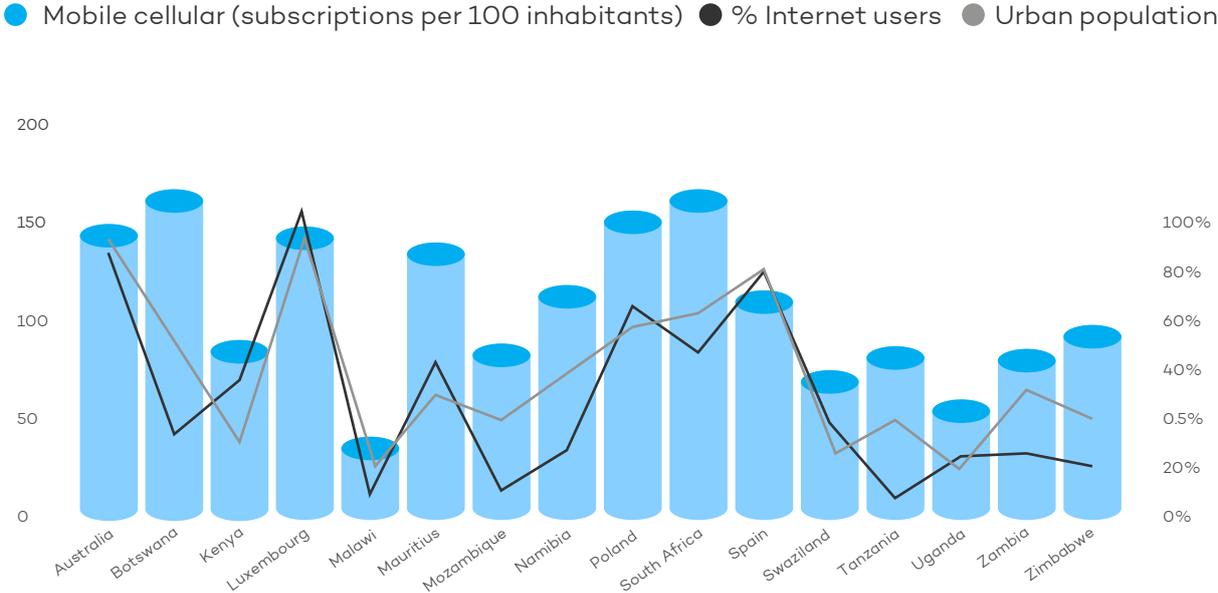
**The digital (r) evolution is transforming the behaviour of customers when they access financial products and services. It's known that the sector has experienced a certain degree of change in recent years, but the constant penetration of technology-driven applications in nearly every segment of financial services is something new. At the intersection of finance and technology lies this amazing phenomenon, which has been accelerating the pace of change at a remarkable rate and is reshaping the industry's status quo. It's called FinTech.**

### Median age and population growth rate by country



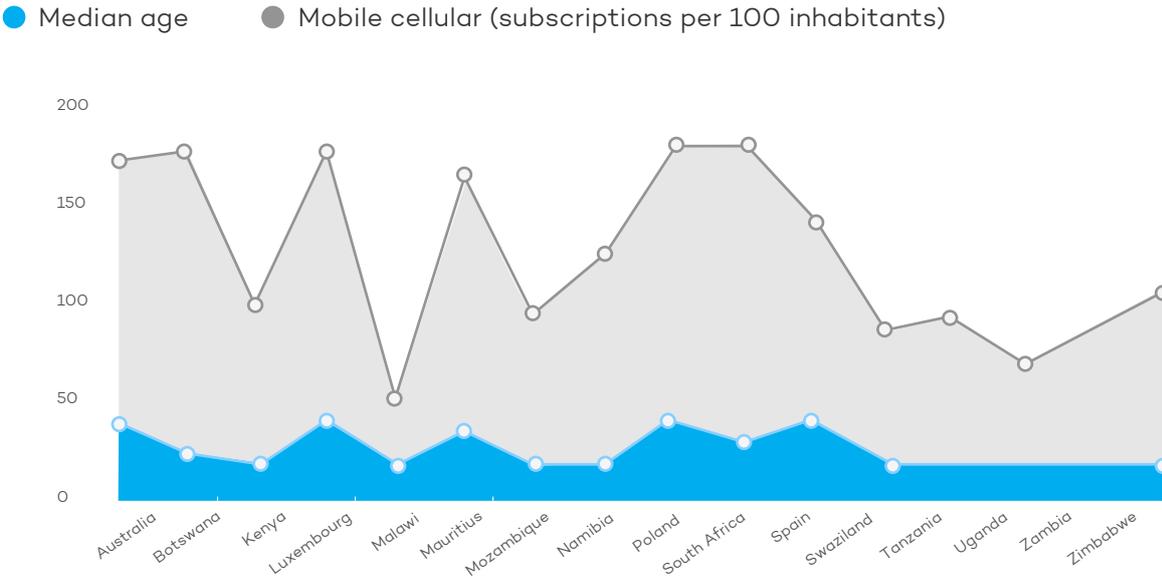
Consumer expectation is likely to change even more dramatically in the foreseeable future as the Baby Boomer cohort grow older and Generations Xers and Millennials take on more significant roles in the global economy. Millennials are people born between early 1980’s and the early 2000’s, and it is especially this demographic that is triggering radical shifts in customer demographics, behaviours and expectations. Their predisposition for a high-tech customer experience, which includes speed and convenience, will further accelerate the adoption of financial solutions that FinTech provides.

### Mobile cellular (subscriptions per 100 inhabitants) % internet users and urban population by country



With the ever-increasing prevalence of the Internet, consumers rarely differentiate between online and offline distribution channels. The possibilities are endless when billions of people are connected through mobile devices with unprecedented processing power, storage capacity, and access to knowledge. This shift in consumer behaviour also has a significant impact on the financial services value chain. Although a considerable number of bank customers at present still follow conventional consumption patterns, the typical bricks-and-mortar bank branches with fixed operating hours are an increasing frustration for many customers. Online-savvy customers demand access to engagement with their service providers regardless of time or place.

### Median age and mobile cellular (subscriptions per 100 inhabitants) by country



### Growing trend in FinTech: Collaboration with traditional banks

Progressive FinTech companies, such as MyBucks, have redrawn the competitive landscape. The clear lines that once defined the conventional players in the financial services and banking industry, have become blurred, caused by the continuous and innovative disruption by an ever-growing number of FinTech enterprises and the role they fulfill in the financial sector.

The 2008 credit crisis, and the subsequent increased level of regulations imposed on banks, created the perfect opportunity for innovation in the sector and for FinTech companies to thrive. FinTechs developed original and often transformative business models, which are not affected by structural banking requirements and regulation, and are also able to serve customer needs more efficiently. It could be argued that FinTech, and the collaboration with banks, was and is in essence a natural market evolution. The fact that the FinTech industry has had a significant and even radical influence on the broader financial sector is well accepted. To be successful and to maintain this revolutionary impact, FinTech companies require a sizable customer base, the ability to manage big data, and robust credit risk skills; while banks need to embrace this technology and reinvent their service offerings to meet changing customer demand. Consequently, banks and FinTechs are to a great extent dependent on each other's respective strengths to continue to build better customer experiences.

## Consumers require high degree of trust

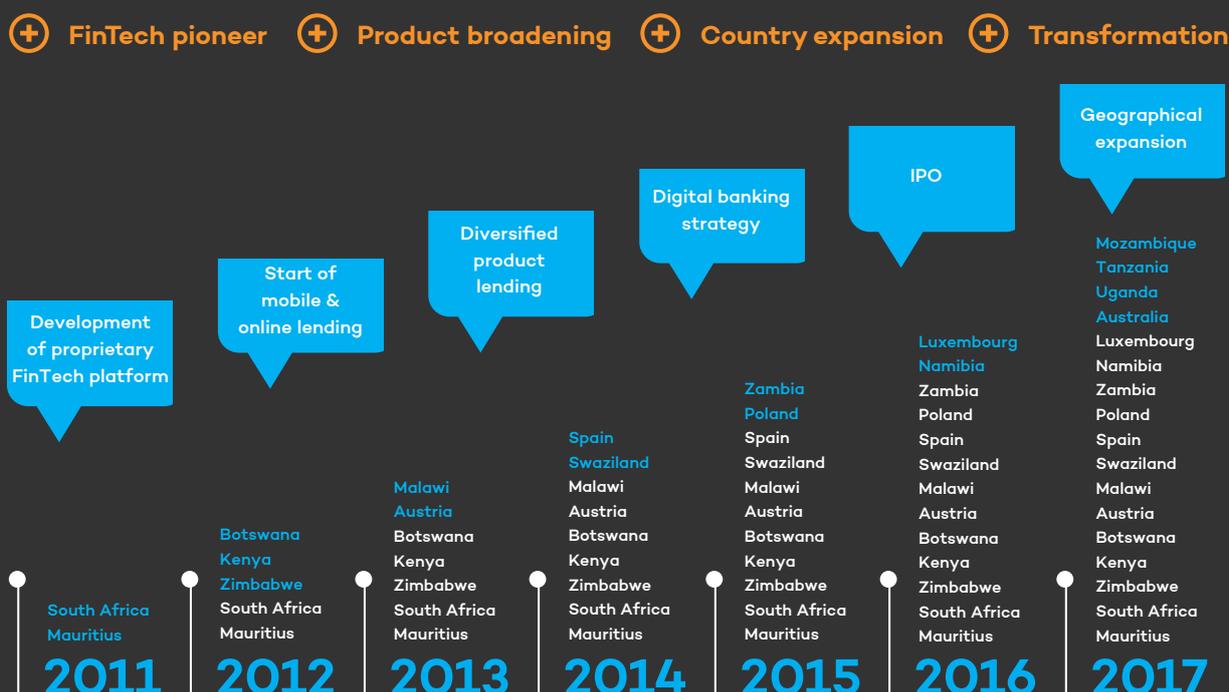
For banks, FinTech partnerships provide a swift and authentic methodology to innovation without the associated substantial cost. For FinTechs, banks offer considerable financial resources, extensive customer bases, established infrastructure and big data. It's a natural evolution in collaboration.

As large, licensed and regulated institutions, conventional banks are compelled to embrace technology and be more agile in their service delivery to stay relevant. Conversely, FinTechs stand to benefit from trusted brands in financial services. Successful collaborations use digital technologies to automate business processes, develop new products, augment regulatory compliance, and enhance customer engagement and experience while disrupting key elements of the existing value chain. Through their extensive customer reach, digital infrastructure and easily accessible and uncomplicated digital financial services - in the shape of apps or web-based services - FinTechs bring with them digital innovation in banking and offer potential rewards for banks that can lead to increased revenues from new product offerings and new business models. Furthermore, it can lead to lower operational costs as a result of automation, digitisation and transaction migration.

Ultimately, the collaboration between banks and FinTechs enables fast and flexible response to accelerating market dynamics, while making products and services more appealing to consumers. FinTechs redesign traditional banking products and supply open, compatible interfaces along their value chain to appeal to a greater number of customers. In turn, banks use this technology to meet customer demand for technology-enabled products and services. FinTechs thus assist banks to enhance their economic performance without extensive reorganisation. Refer to page 57 for more on MyBucks' recent collaboration with banks.

## About MyBucks

MyBucks is a Pan-African FinTech company listed on the Frankfurter Wertpapierbörse (Frankfurt Stock Exchange).



## Corporate history

The Group's (MyBucks S.A. and its subsidiaries) strategy and vision of virtual financial inclusion is realised through continuous product development and enhancement, expansion into new markets, as well as growth through strategic acquisitions. This establishes MyBucks as a globally recognised virtual bank providing financially inclusive products and reinforces the Group as a disruptive force in the financial landscape.

The Group's brands - GetBucks, GetBanked and GetSure - offer a mix of financial services, including lending, banking and insurance. This product offering is enhanced by custom applications and systems aiding personal budgeting, providing credit reports and education, and offering income protection.

The Group employs technology to provide financial products and services with a strong focus on the low and middle-income customer segment, predominantly in high-growth emerging markets.



## Bridging the financial gap

MyBucks bridges the financial gap and creates value by leveraging our proprietary technology to provide instant access to financial services through both our virtual and physical channels.

We also educate our customers in making prudent lending decisions, and we develop products to address specific needs such as educational, agricultural or SMME loans.

We are cognisant of the fact that those borrowing tend to often have modest incomes and practical needs, and place a large emphasis on our credit technology supported by AI (for more detail please see page 52).

The money our customers lend is mostly used for basic human investments, for instance to pay for school tuition or to repair a home. Many of our customers also use their loans as working capital for their small

**We empower people.**

**We push boundaries.**

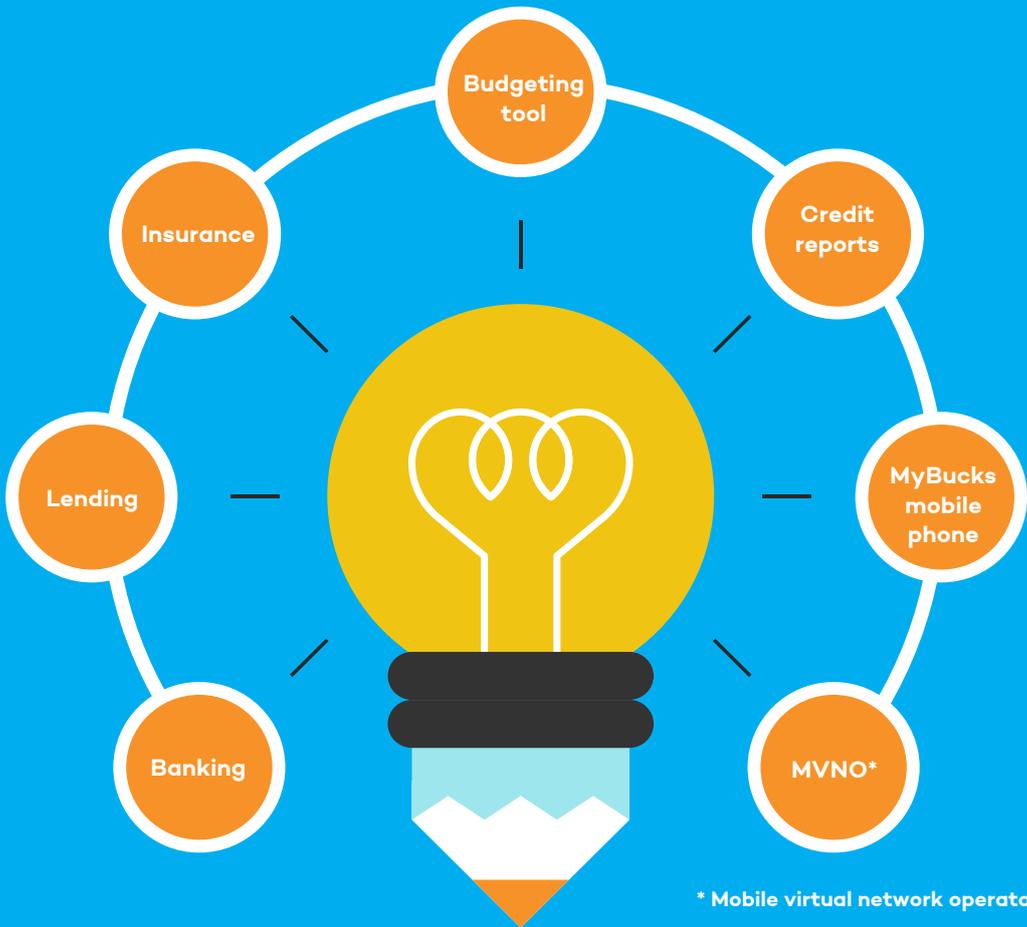
**We innovate.**

**We provide digital financial solutions.**

businesses, while others require loans to solve personal emergencies. Loans to customers during the 2016/17 financial year typically range from € 18 to € 5 388, with an average loan amount of € 393.

We are encouraged by the knowledge that we have brought many un- and under-served customers, especially on the African continent, into the larger economy. We fully understand that this would not have been possible if people had to rely on accessing financial service through traditional banks. During the financial year under review, the Group disbursed over 1.8 million loans to customers in Africa, Europe and Australia.

Resulting from the digital nature of our service offering, it is not necessary for MyBucks to maintain a large physical presence where we operate. Nonetheless, we realise the reality that individual consumers in every region in which we operate have not yet adopted mobile technology equally. We therefore also offer a light branch or kiosk infrastructure to support our virtual channels in certain countries, and use these branches to assist customers from an educational point of view.



**Our strategy is to offer great customer experiences, improving operations for our employees, leveraging enabling technology and realising attractive cost-to-income ratios.**



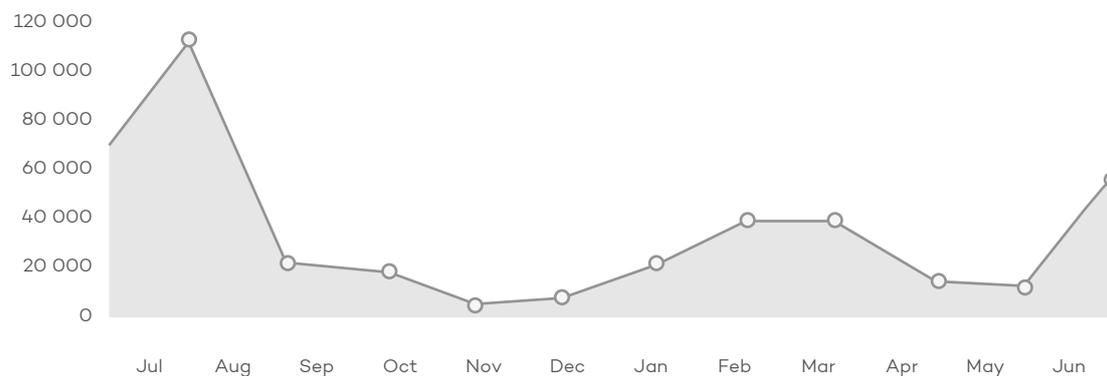
**Stock performance.**



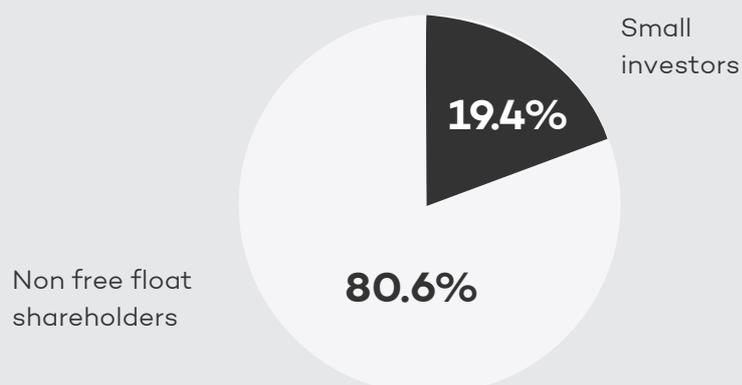
# Share price.



## Volume traded (units)



## Free float structure at the last day of June 2017



**Market capitalisation**  
**EUR 160.68 million**

**The MyBucks value proposition.**



# How to navigate the report.



Impact lending



Excellence in service delivery



The MyBucks difference



Creating value for stakeholders

# How we create value.

MyBucks is a FinTech company that embraces technology as a means to provide financial products and services to the low and middle-income customer segment, predominantly in high-growth emerging markets.

At MyBucks	Key stakeholders	Stakeholder engagement	Our material issues	Input	Capital	Effect on capital
 <p><b>We empower people</b></p>	<b>Impact lending.</b>					
	<ul style="list-style-type: none"> <li>Customers</li> <li>Communities</li> <li>Regulators</li> <li>Employees</li> </ul>	<ul style="list-style-type: none"> <li>Interactive media campaigns</li> <li>Customer surveys</li> <li>Statutory and other required sub-missions</li> </ul>	<ul style="list-style-type: none"> <li>Customer satisfaction</li> <li>Regulatory compliance</li> <li>Maximising financial return</li> </ul>	<ul style="list-style-type: none"> <li>Financial inclusion</li> <li>Managing the impact of compliance requirements on customer experience</li> <li>Countries where banking licenses were not approved (Malawi; Uganda)</li> <li>Financial services industry currently under pressure</li> <li>Macro-economic impact; market pressure; saturation in certain markets</li> <li>Political issues in certain countries that could impact our business activities</li> </ul>	<ul style="list-style-type: none"> <li>Relationship with stakeholders and communities</li> <li>Country specific regulations (specifically with regards to flow of funds)</li> <li>Various financial products, including Haraka</li> <li>Product offering: Broad range of financial services including GetBucks; GetSure; GetBanked</li> <li>Banking licenses</li> <li>Contributing to alleviating societal challenges across the continent</li> </ul>	Social & relational
 <p><b>We push boundaries</b></p>	<b>Fostering excellence in service delivery.</b>					
	Employees	<ul style="list-style-type: none"> <li>Monthly internal news letter</li> <li>Performance management</li> <li>Employee satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>Employee development</li> <li>Maximising financial return</li> </ul>	<ul style="list-style-type: none"> <li>Retention of key tech resources</li> <li>Career development; the need to develop new skills in a changing operating environment</li> <li>Job security / high staff turnover</li> <li>Shortage of required skills especially in African countries</li> <li>Limited HR capacity in countries</li> <li>Group-wide drive to seduce overheads</li> </ul>	<ul style="list-style-type: none"> <li>Skills, capabilities, knowledge and experience of employees</li> <li>Management and leadership</li> <li>Talent mapping and succession plans</li> </ul>	Human Intellectual

# Our business model.

## Digital journey: Financial inclusion through financial technology

Our digital strategy is all about engaging customers with great experiences, radically improving operations for our employees, leveraging technology to deliver, and enabling attractive cost-to-income ratios.

Unique way of reaching market through unique tech infrastructure:

- Mobile
- Artificial intelligence
- Loan management system

Output	Capital	Effect on capital	KPI	2016 actual	2017 actual	2018 target	Outcomes
<b>Impact evaluation.</b>							
<ul style="list-style-type: none"> <li>• Improve financial education of clients through training programs and intuitive (self-learning) financial products</li> <li>• Technologically-enabled compliance and risk solutions</li> <li>• Strong relationships with local banking regulators and central bank officials</li> <li>• Contributing to initiatives that address unemployment, inequality and education</li> <li>• CSI initiatives focussed on education: adopt a school, etc.</li> </ul>	Social & relational		Contributions to community	-	Haraka launched in 6 countries	Haraka in all markets	<ul style="list-style-type: none"> <li>• Financial inclusion</li> <li>• Positive socio-economic impact of loans</li> <li>• Deploy MyBucks smart phone (starting in Uganda) focussed on women and youth</li> <li>• Standardised group-wide compliance model</li> <li>• Grow group's foot print globally: Joint venture using MyBucks' technology through local partners (India, Philippines, Mexico)</li> <li>• We are committed to treating customers fairly, lending responsibility, exercising effective risk management controls and being transparent and accountable in all our business dealings</li> <li>• Reduced regulatory risk through compliance</li> </ul>
	Manu- factured		Number of customers	383 458	456 976	650 000	
	Financial		Customer growth rate	-	19%	42%	
			Number of roadshows	At least 1 per month	1 - 2 per month	1 - 2 per month	
<b>Impact evaluation.</b>							
<ul style="list-style-type: none"> <li>• We provide our people with the opportunity to realise their full potential, and to develop the skills and adaptability needed to thrive in a rapidly changing world of work</li> <li>• Wide range of continuous learning programmes</li> <li>• Driving diversity and inclusion to create a workforce that is locally relevant</li> <li>• Optimise headcount (especially in Tech)</li> </ul>	Financial		Number of employees	335	910	1 000	<ul style="list-style-type: none"> <li>• Evolving into employer of choice; Enhanced employee engagement, attraction and retention</li> <li>• Position HR as business partner; providing strategic input</li> <li>• Reduction in staff turnover</li> <li>• Increased spent on direct staff training and development</li> <li>• Improved market access and license to operate</li> </ul>
	Human		Staff cost vs Revenue	19%	26%	20%	

# How we create value. (continued)

At MyBucks	Key stakeholders	Stakeholder engagement	Our material issues	Input	Capital	Effect on capital
 <p><b>We innovate</b></p>	What differentiates MyBucks.					
	<ul style="list-style-type: none"> <li>• Employees</li> <li>• Customers</li> </ul>	<ul style="list-style-type: none"> <li>• News letter</li> <li>• Regular meetings</li> <li>• Media campaigns</li> </ul>	<ul style="list-style-type: none"> <li>• Employee development</li> <li>• Customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Career development</li> <li>• Implementing strategies to become and remain a trusted brand</li> <li>• In-country difficulties with roll out of technology based on consumer readiness to adopt new tech (not all customers are comfortable with using new technology; country specific regulations regarding digital delivery; requirement of technology offering being available in local language)</li> </ul>	<ul style="list-style-type: none"> <li>• Tech capabilities, including innovation of new technologies</li> <li>• Well established brand reputation</li> <li>• Proprietary knowledge</li> <li>• Continuous innovation to ensure we stay relevant</li> <li>• Well established brand and reputation</li> <li>• Proprietary knowledge</li> <li>• Continuous innovation to ensure we stay relevant</li> </ul>	Manufactured  Intellectual
 <p><b>We provide digital financial solutions</b></p>	Creating value for all our stakeholders.					
	<ul style="list-style-type: none"> <li>• Investors</li> <li>• Customers</li> </ul>	<ul style="list-style-type: none"> <li>• Roadshows</li> <li>• Financial reporting</li> <li>• Annual general meeting</li> <li>• Social media</li> </ul>	<ul style="list-style-type: none"> <li>• Maximising financial return</li> <li>• Customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Maximising financial return for investors</li> <li>• Debt investors want comfort that interest and debt will be repaid</li> <li>• Identify opportunities in support of Group's growth strategy</li> <li>• Adhere to principles of responsible lending</li> <li>• Position Group in such a way to ensure access to funding</li> <li>• Managing adherence to debt covenants</li> <li>• Continuously improve collections</li> </ul>	Pool of funds available: <ul style="list-style-type: none"> <li>• Share capital</li> <li>• Wholesale funding</li> <li>• Cash from operations</li> </ul>	Financial

Output	Capital	Effect on capital	KPI	2016 actual	2017 actual	2018 target	Outcomes
<b>Impact evaluation.</b>							
<ul style="list-style-type: none"> <li>Fast, convenient, secure, affordable lending</li> <li>Customer privacy</li> <li>Wide geographical reach</li> <li>Unified operating framework - to ensure group-wide policies and procedures are consistently implemented and followed</li> <li>Continuously improve access to products</li> <li>Global, consistent product offering</li> </ul>	Financial Social & relational		Development of new technologies  Investment in Tech  Number of transactions through online platform  Number of regions operating in  No. of active online customers	Development of Jessie & Dexter  € 1.9m  52 239  11  38 714	Launch of Haraka  € 3.2m  43 538  14  35 629	Single core banking system operational in all banking markets  € 2.6m  55 000  17  50 000	<ul style="list-style-type: none"> <li>Trusted brand in FinTech industry</li> <li>As a FinTech company, we plan to evolve the Banking Business model to:               <ul style="list-style-type: none"> <li>Become digital lifestyle assistants (through automated delivery and direct customer engagement)</li> <li>Incentivise people to live financially healthier lives</li> <li>Gamify behaviour</li> <li>Leverage analytics on consumer data</li> </ul> </li> </ul>
<b>Impact evaluation.</b>							
<ul style="list-style-type: none"> <li>Financial growth</li> <li>Return for investors</li> <li>Ideal capital structure; mainly utilising local currency; focus on raising more longterm funding</li> <li>Grow number of banks especially in Africa</li> <li>Adherence to listing requirements</li> <li>Maximise utilisation of balance sheet; Managing asset quality and impairments</li> <li>Reduce cost of funding</li> <li>Support customers facing difficulties through appropriate debt restructuring</li> </ul>	Financial Intellectual		Cost to income ratio  Total capital  Increase in number of banks  Total revenue  Other income  Total assets  Impairment coverage  Customer deposits	58%  € 17.1m  0  € 36.2m  € 630k  € 85.3m  23%  € 388k	62%  € 20.2m  3  € 55.1m  € 4.2m  € 155.5m  21%  € 12.6m	56%  € 50m  6  € 80.9m  € 10m  € 387m  17%  € 22.8m	<ul style="list-style-type: none"> <li>Product portfolio (design led - with customer need in mind) - Virtual banking products includes lending, insurance and banking, and is supported by services such as mobile banking, credit reports with credit education features, financial budgeting, and emergency cover through insurance</li> <li>Ability to raise additional equity when required</li> <li>More closely match term of funding lines with loan book</li> <li>Key market player in FinTech industry</li> <li>Increase market share through mergers and acquisitions</li> <li>Maintain disciplined cost management</li> <li>Sustainable ending practices</li> </ul>

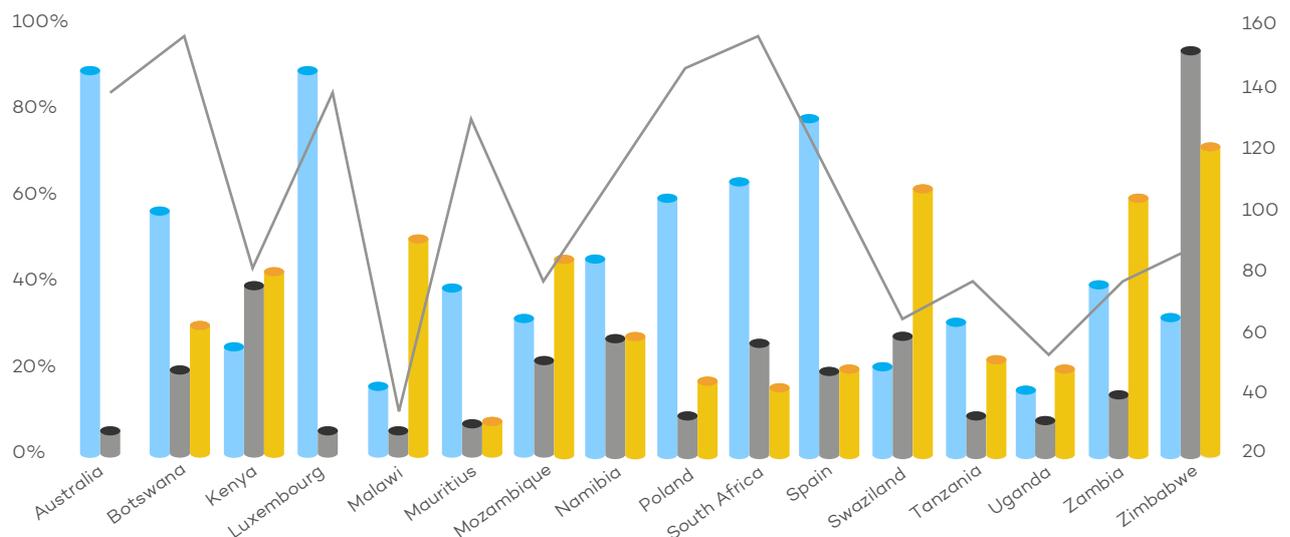


# Impact lending.

Complicated logistics and extensive infrastructure challenges, in addition to the high cost of starting a business, have historically prevented several financial institutions from establishing themselves in developing markets. It is on account of innovative technology, and especially the mobile phone, that this is no longer the case. This is particularly true in Africa where mobile uptake continues to rise at a rapid rate, boosting modernisations, such as mobile money, to quickly gain momentum. Products such as M-Pesa and Eco Cash are already well established in a number of African countries and continue to play a significant role in getting mobile money to the poorest of the poor in the most remote regions.

## Urban population, unemployment rate, population under poverty line and mobile cellular (subscriptions per 100 inhabitants by country)

- Urban population
- Unemployment rate
- Population under poverty line
- Mobile cellular (subscriptions per 100 inhabitants)



## FinTech as enablers

Rather than paying a visit to a shopping mall or visiting a bank branch, it has become customary to execute daily financial transactions through digital means. Sophisticated yet user-friendly apps and web-based financial services offer a wide range of products and services practically eliminating the need for a traditional bank account; specifically among those users who do not have complex financial affairs. Within this new context, the pursuit of customer centricity is the main priority and FinTech provide solutions that better address customer needs by offering ease of access, convenience and bespoke products.

Partnering with FinTech companies has allowed traditional banks to develop new ways of delivering traditional services and unlock access to enhanced financial services for not only existing banking consumers, but also the vast number of previously under-bank and unbanked

customers. The unbanked segment of the market offers great opportunity for FinTech service providers especially in the developing world, where many individuals conduct business only in cash, having no access to bank accounts or funding.

Throughout the regions in which MyBucks operates, we have noted that the high quality of trusted financial products we offer has enabled many of our customers to break free from the cycle of poverty.



### SMME Zimbabwe

Mr G Simango, acquired a loan to invest in a diesel grinding mill. Today his small business thrives and he is thinking of expanding it to more shun areas of his community. Receiving constant praise from his fellow villagers, he has managed to employ 5 people.



### SMME Malawi

Funds used to pay for a space in the market and buy more stock. "I didn't want to apply for a loan because I didn't need the money until my younger brother approached me for help. He was running a small business selling eggs which he was buying from Lilongwe some 60km from our district but he wanted to expand. I immediately approached the Getbucks sales agent and applied for my loan which I received directly into my bank account. I paid for a space in the market and bought my brother ten crates of eggs." "I am proud that I assisted my younger brother and made his dream come Thank you Getbucks."

We firmly believe in:

- » Empowering our customers through the provision of ethical and responsible financial services products; and
- » the reinvestment of our successes into the communities that we serve through various corporate social investment initiatives throughout the year.

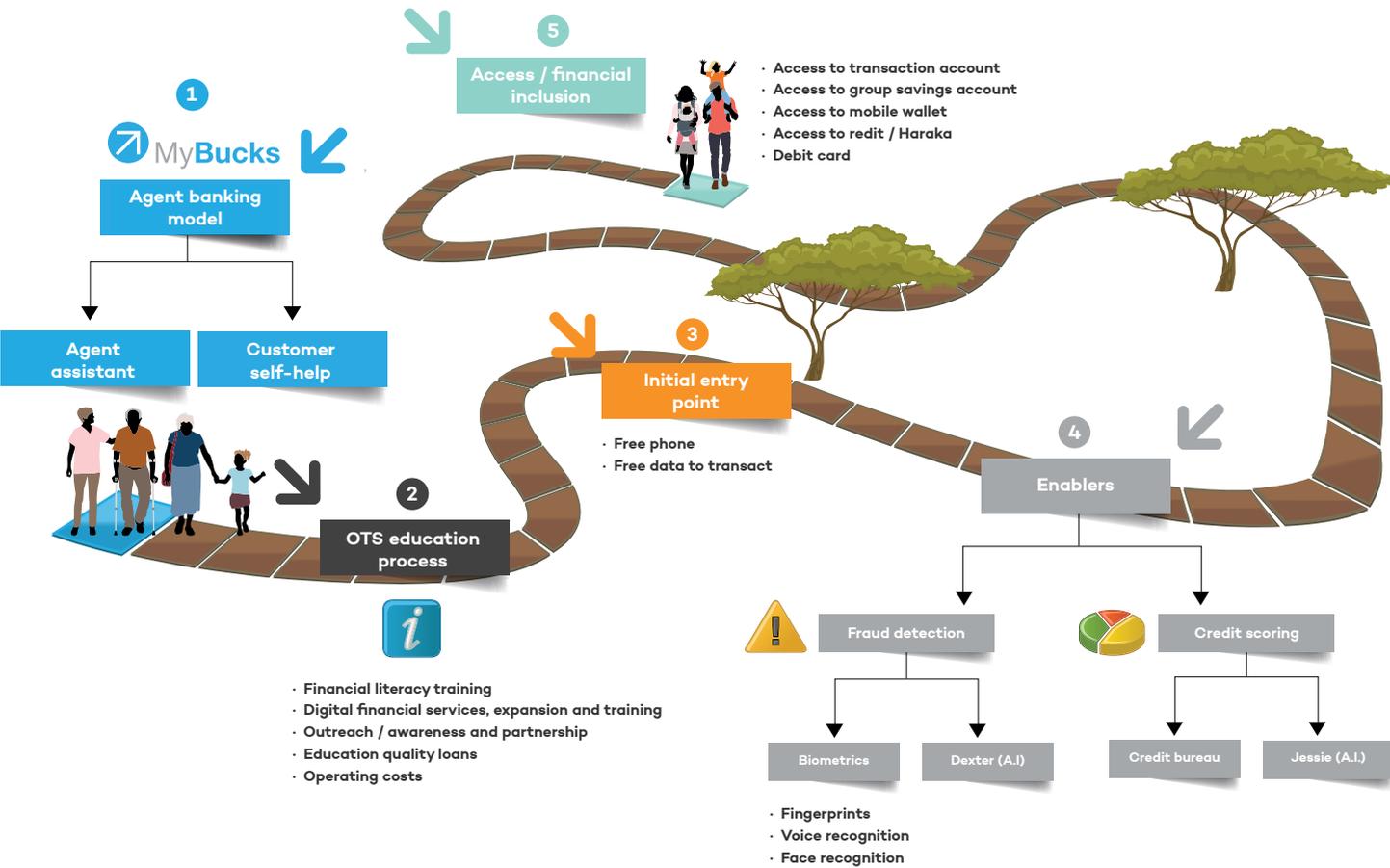
## The MyBucks (r)evolution

We strongly believe that access to mainstream financial services, such as credit and insurance, presents the greatest opportunity to ensure broader financial inclusion. MyBucks has gone through considerable efforts to understand the needs of the consumer market and has developed a basket of financial products and services that will satisfy most requirements of the market segments in which we operate.

In the case of the direct consumer, potential customers have the ability to access credit, insurance and mobile products through various channels. Emphasis is placed on easy access and fast disbursement. We also have grouped offerings through partnered employers and have established solid relationships with major employers, and governments and other parastatals. These relationships allow us to verify employment and confirm affordability; with the added benefit for us to deduct at source as employers collect loan repayments on our behalf through back-end payroll integration.

In addition, in our pursuit of expanding financial inclusion in historically unbanked regions, we have partnered with established micro-finance institutions in strategic countries throughout Africa, including Kenya, Mozambique, Tanzania and Uganda. With a strong local footprint, these entities specialise in impact lending, enabling us to combine capitalism and philanthropy - in other words, creating the opportunity for financial empowerment in areas where access to financial services are lacking. Our partnerships were concluded during the current financial year and resulted in customers benefiting from improved service delivery. For instance, MyBucks' technology reduced loan-processing times from 14 to three days; while loan disbursements greatly increased - more funding is reaching our customers faster and more securely. In addition, paying for services such as airtime and prepaid electricity is made easy with our secure mobile wallet.

A customer's digital journey with us often results in their journey out of poverty. Financial inclusion is central to economic empowerment, and engaging in economic activities, such as the exchange of goods and services, enables previously sidelined communities to become a part of active economic clusters. The development of these clusters then directly impacts the growth of local economic systems, ultimately, resulting in sustainable regional development.



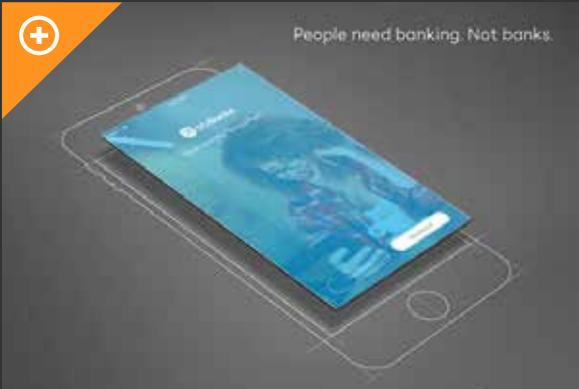
Our approach has always been to vet potential customers on an individual basis using sophisticated technology, notwithstanding the prevailing demographic or area. In doing so, we are able to foster a culture of financial inclusion and maximise impact lending by helping people to borrow, spend and pay using mobile technology, bypassing traditional banks altogether in some instances.

This type of dynamic allows MyBucks to provide digital financial solutions to fulfill the role previously played by traditional banks without the significant capital outlay.

## Expanding financial inclusion through impact lending

The emergence of mobile phone networks has transformed communications in sub-Saharan Africa, allowing the region’s population to jump straight into the digital age. Successfully utilising various technological platforms, supports us in convening people, assets, and data, thereby creating completely new ways of distributing and consuming products and services, and augmenting our drive for broader financial inclusion.

We recently introduced ‘On-The-Move-Mobile’, which turns a smartphone into a portable bank. It offers an initial entry point to the financial services realm to customers who would normally be excluded. A third-party supplier manufactures the MyBucks-branded smartphone. The smartphones are offered to customers free of charge, in order to monetise additional financial services via the banking app store and to establish closer engagement with our customers.



**E-wallet** to allow transactions and to help the financially excluded



**Budgeting tool** to educate our customers



**Credit scoring tool** to advise on capabilities and to prevent fraud



**Quick instant impact loans** to help day traders and farmers



During the year under review, MyBucks expanded the reach of our highly successful nano-loan business app, 'Haraka'.

The goal of the Haraka app is to enable borrowers to take out small loans and build up a visible credit history, ultimately unlocking their credit-worthiness potential while enabling higher loans and longer payment terms in the future. These small loans effectively provide a lifeline for many customers who require quick access to money to fund business or personal expenses. Haraka very effectively connects unbanked and under-banked individuals, small business owners and informal traders with short-term financing opportunities.

Following a successful pilot project in Kenya in September 2016, the app was introduced in Zimbabwe, Uganda, Tanzania and Swaziland. This new credit platform assists those who have largely been ignored by traditional banks as well as those in remote rural areas who have no access to traditional financial services.

The Haraka app uses customers' M-Pesa transaction history to calculate affordability through advanced AI technology, such as data from a customer's active Facebook profile, which is used to evaluate fraud and credit risk. These platforms also allow us to track online behaviour and build a credit profile for our customers that could enable them to qualify for bigger loans in the future.

**Haraka, means 'quickly' in Swahili, and is a revolutionary smart phone app, developed to strategically bridge the gap between formal and informal economies.**

The application process via Haraka is completely paperless and the turnaround time in terms of loan approval, as well as transfer of funds, takes only a few minutes. After logging on, the app presents the customer with a slider on which they can choose how much they want to borrow and for how long. Customers can borrow a minimum amount of KES 500 and a maximum amount of KES 5 000, while credit terms range from seven to 30 days. However, the maximum amount of the slider will depend on the outcome of the AI model's credit risk assessment. Once approved, the money is paid directly into the customer's M-Pesa account. The paperless process saves time and money for both the customer and MyBucks due to a significant reduction in operational costs.

As at the end of the financial year, there have been over 87 746 downloads of Haraka, with 9 799 active customers having used the app as at year-end. Customer retention remains at a promising level of 64% of customers who return to use the app more than once, resulting in 37 298 loans to be issued by 30 June 2017.

**SMME** Kenya

Kevin Opondo, from Bondo in Kenya, owns a small business that sells a variety of household goods. Since finding the Haraka app online, Kevin has taken out almost 200 Haraka loans. He typically borrows around € 27 - € 45 (KES 3 000 KES 5 000) for a period of between four and seven days. He uses the loan to purchase stock for his business. The speed of disbursement is what appeals most to Kevin.



## Creating even greater impact through revolutionary insurance product offerings

The insurance industry has remained largely unchanged over the last century. Technology-enhanced interfaces have however compelled insurance distribution modernisation. In the recent past, insurance has undergone a number of exciting new innovations and business models. Revolutionary connectivity generated seismic shifts, with technology ever more relevant to customers. The extensive adoption of new consumer technologies across various industries has created new needs for and expectations of insurance solution and its interaction channels. Within this context, customers require fresh insurance solutions. Increasing connectivity lowers entry barriers, allowing non-traditional players to enter the industry and also creates the opportunity for FinTechs to fast track the modernising of the traditional insurance sector. MyBucks has identified this opportunity to provide tailored products and services to different

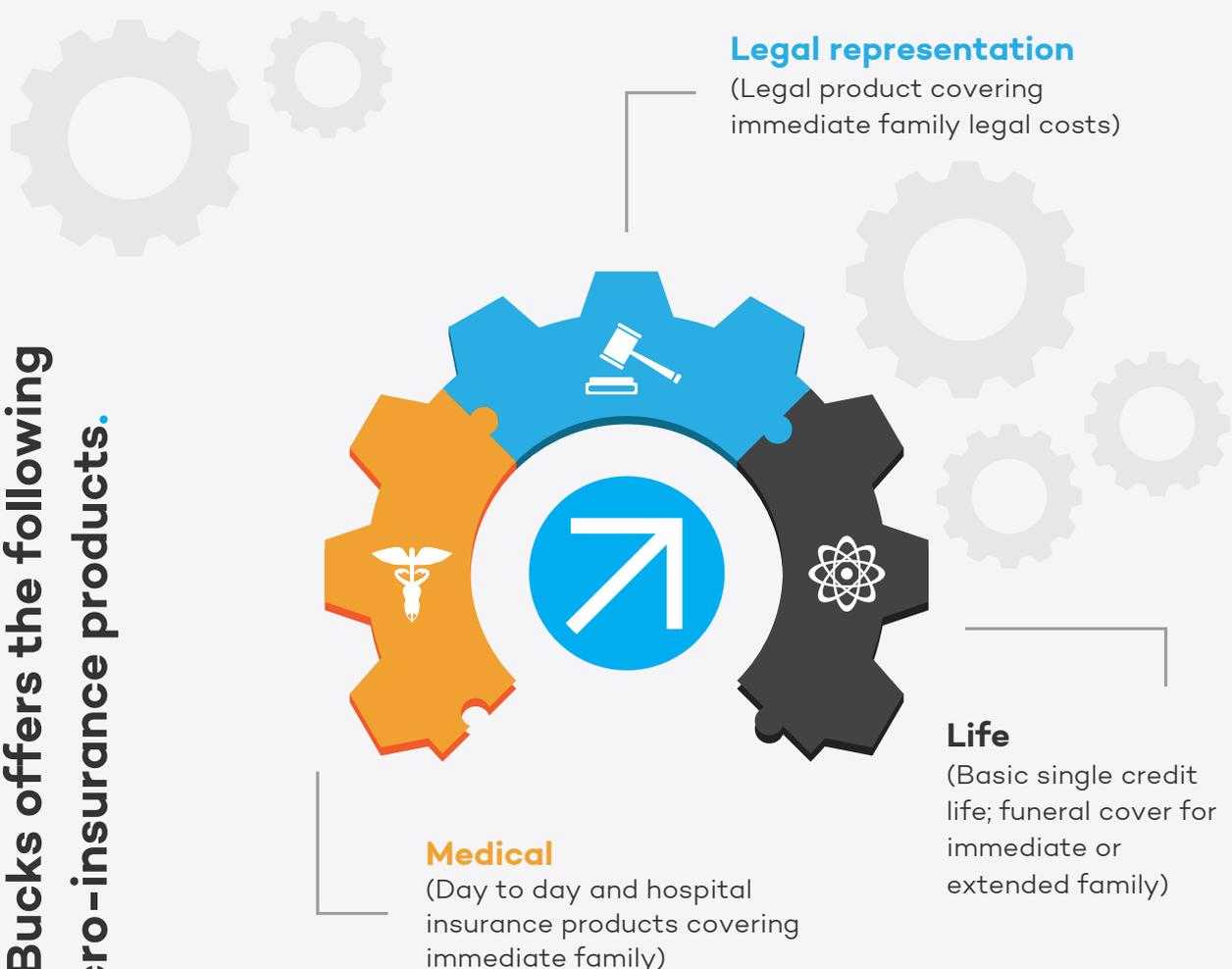
segments as a key focus area. Customers increasingly expect personalised insurance solutions. The usage-based models we offer begin to address these expectations.

In the near future, MyBucks plans to employ more deterministic models that will offer both risk prevention (not just loss protection) and a more service-oriented delivery model. An example is crop insurance offered to small holder farmers, which will incorporate satellite and weather station feeds, weather index information, and rainfall predictors that will assist farmers with the timing of planting, expected rainfall, warnings and other relevant news updates. Agricultural insurance is not readily available for smallholder farmers, as traditional insurers deem it too risky. MyBucks will bridge this gap by using various alternative external sources of risk data captured in real-time to assess customer risk. As a

result, we will be able to generate meaningful risk insights in very specific areas for customers who are historically excluded from accessing insurance products.

Insurance sales numbers during the 2017 financial year were lower than expected. The lower sales were as a result of various systemic issues as well as the conversion to a new underwriter. South Africa is currently converting to a cell captive license. MyBucks is in the process of developing its own insurance policy administrations system, with new products currently in design phase. MyBucks continues to investigate emerging coverage needs and risks that require new insurance products and services. Accordingly, we refine – and sometimes even redefine – product portfolio strategy and develop new risk models tailored to underserved and emerging markets.

**MyBucks offers the following micro-insurance products.**



## Digital technology enabling financial inclusion.



### The outcome

Our digitisation strategy speaks to the changing consumption behaviour of customers while taking cognisance of the strict regulatory requirements on financial service providers (especially deposit taking entities). Regulation has in some cases been the main barrier that we have had to overcome in process of establishing ourselves internationally.

FinTech is enriching the lives of people worldwide. In more developed parts of the world, new technologies provide increased convenience and potential savings. In these regions, FinTechs continue to challenge credit and financial processes, where turnaround times are about increased convenience. However, in the developing world the impact

is much greater, as FinTechs continue to fill a longstanding void by promoting financial inclusion. Access to financial technology services is transforming lives. The benefits of even limited online and mobile services in these regions are dramatic and obvious, and the potential is nowhere close to being fulfilled. MyBucks continues to be an important part of this dramatic socio-economic change through demonstrating entrepreneurial capitalism's positive economic and social impact on developing nations and disadvantaged people and communities. By bridging the gap between the virtual and traditional worlds of financial services, we are able to provide faster, more efficient and less expensive access to financial services to our customers. Ultimately, we aim to increase value and at the same time have a direct social impact in the markets in which we operate.



# Excellence in service delivery.

MyBucks is not only focused on developing new technologies. We are also especially good at solving existing business problems and creating a better customer experience. It is, after all, at the very core of what we do: the deployment of financial services and financial technology providing access to finance to the under-banked, especially in developing countries.

Our state of the art technology is what differentiates us, and our employees are the key pillars of organisational excellence enabling us to achieve the business results we need to succeed in the marketplace. We therefore aim to build and sustain a workforce that is engaged and delivers financial services to our customer base consistently and reliably. Achieving the high standard of service delivery that we set ourselves, requires all divisions within the Group to work together. To formulate an engaging employee experience and employer branding strategy, we continuously work with employees to understand and identify what is required to excel.

We consider our employees to be our most treasured asset and talent management remains a critical investment for us. Recruiting and retaining talented and qualified staff, especially those working in information technology, is therefore a key strategic drive for the Group. We are passionate about recruiting new employees who are not only the most talented, but also the best suited to our particular corporate culture, which is primarily based on our corporate vision.

The MyBucks culture is based on a collaborative and open employment relationship that takes the changing needs and interests of employees and the organisation into account. MyBucks follows

a consultative approach to problem solving and strategy development. For us to always maintain our customer focus, it is important to foster effective relationships with our diverse group of employees, while also creating the opportunity for employees to balance work and life requirements. We strive to create a working environment that promotes excellence and innovation.

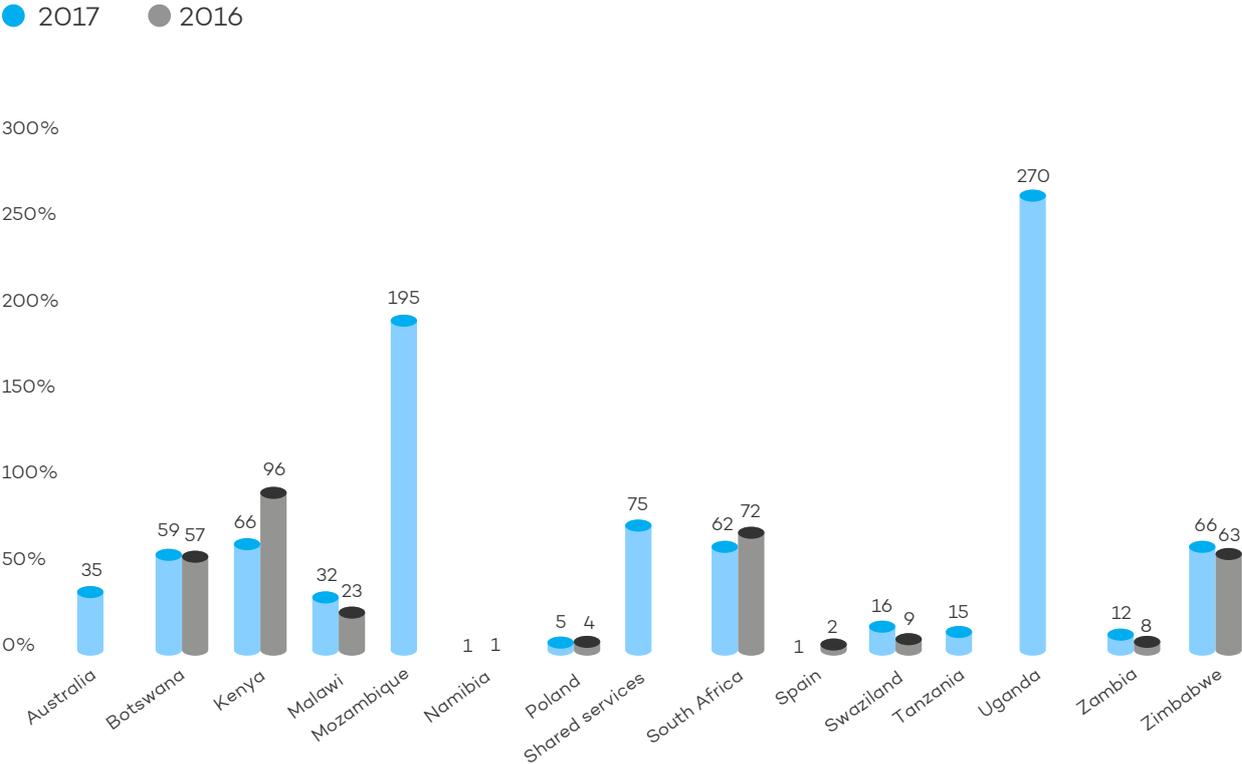
Throughout the current financial year, a number of initiatives were launched to build a work environment in which our employees are constantly engaged and committed to business success.

Our retention strategy focuses on and addresses performance, communication, maintaining our competitive advantage and what sets us apart. Our employees want to work for a successful company and know that the Group – and as a result, they – are making a difference in our industry, in our community, and for our customers. We believe that consistent communication between management and employees is essential for a thriving workplace. Our communications process is structured to inform, emphasise and reaffirm employees that their workplace contributions are having an impact.

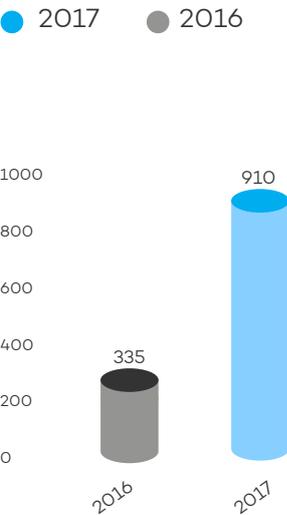
MyBucks instills a strong sense of responsibility in our employees. Employees are accountable for achieving results and are recognised for their achievements with enthusiasm and celebrations. Clear, achievable objectives that gauge personal, team and Group performance provide our employees with the feedback they need to confirm that they are making valuable contributions and accomplishing desired goals. Performance is measured and rewarded based on individual contracted output and measurable objectives.

Recognising and appreciating the work our employees do is a cornerstone of how MyBucks rewards, attracts and retains talent. We are committed to assisting employees to achieve their professional and personal objectives and we encourage our employees to broaden their skillset and gain work experience in other organisational roles. In addition, we provide company-subsidised training opportunities to help employees develop or refine their skills, thereby increasing productivity and innovation in the workplace.

### Group headcount per country



### Group headcount



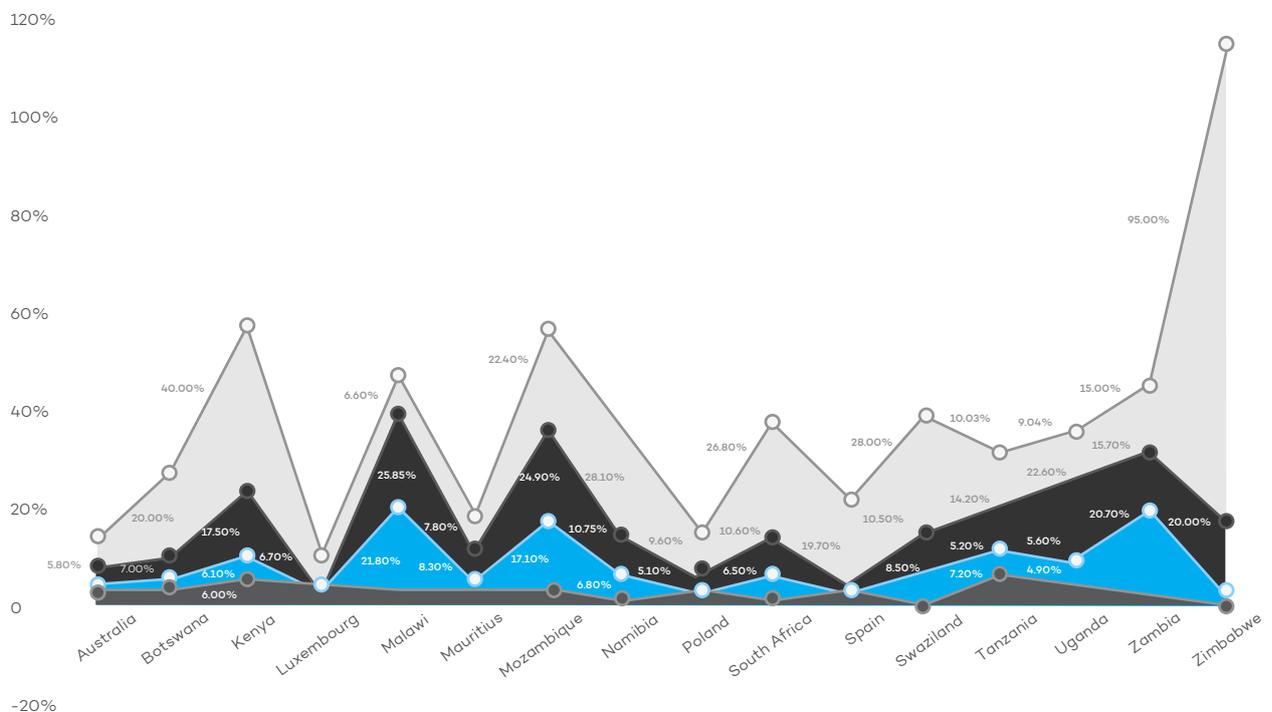


# What sets MyBucks apart?

The increasing spread of efficient web-based technologies and the adaptation rates at which people integrate these technologies into different parts of their lives are driving the continuous growth in penetration of modern Internet technologies. This growth has created opportunities for a host of new market entrants who have permanently changed the competitive landscape.

## GDP real growth rate, inflation rate, prime lending rate and unemployment rate by country

● GDP real growth rate ● Inflation rate ● Prime lending rate ● Unemployment rate



Countless non-bank, technology driven providers entered the market to offer simple online financial services that were not previously provided by conventional financial institutions. FinTech companies now provide a wide range of mobile financial solutions. The digital wallet, for example, shows that FinTechs are able to make certain services and products available to customers faster and more efficient using modern technologies that lower transaction costs on both the supply side and the demand side.

- » MyBucks uses AI to avoid the typical risks involved in the lending process.
- » This technology reaches even the most remote areas while reducing our operational costs, which translates into lower costs for our customers.
- » The MyBucks technology also approves loans faster and more efficiently than most other financial institutions.

To best serve our customers, MyBucks embraces a 'digital' mindset. It is what sets us apart from other market players. Our holistic digital strategy focuses on engaging our customers with great experiences, radically improving operations for our employees, leveraging technology to deliver, and enabling attractive cost-to-income ratios. We are not only monetising data, but we are creating and capturing the value add from data analytics. We analyse detailed customer profiles with the help of modern analytical methods and intelligent algorithms to engineer attractive, useful and personalised financial services. We provide customers with products that integrate into their lives in a more meaningful way - the way in which they are becoming accustomed to interacting with the digital environment. In doing so, we are able to cut costs and improve the quality of financial services offered.

## Financial inclusion through financial technology

MyBucks aims to make a difference not just socially but economically. We apply a transparent and responsible approach to providing funding that adheres to local regulation in the markets that we operate in. Our competitive advantage emanates from our extensive knowledge of the African financial landscape in particular, the continent's pitfalls and opportunities within regulatory environment, as well as an in-depth understanding of the socio-economic driving forces that motivate behaviour within the region. We adhere to a robust approach towards risk modeling and an innovative approach towards credit scoring through utilising our custom developed system that allows for a highly effective and accurate mitigation of risk by understanding, managing and accurately assessing each customer's credit profile based on individual affordability. We engage with our target market through our unique proprietary technology infrastructure. Our customers

are able to conduct transactions through their mobile phone or tablets, improving efficiency and the customer experience. This digital journey delivered by means of mobile technology makes our financial products easily and conveniently accessible. In the current data economy, each new piece of customer information and each behavioural pattern measured, now delivers a new way of making contact with our customers - offering appropriate, personalised products and services. These services enable customers to make better financial decisions and derive greater benefits.

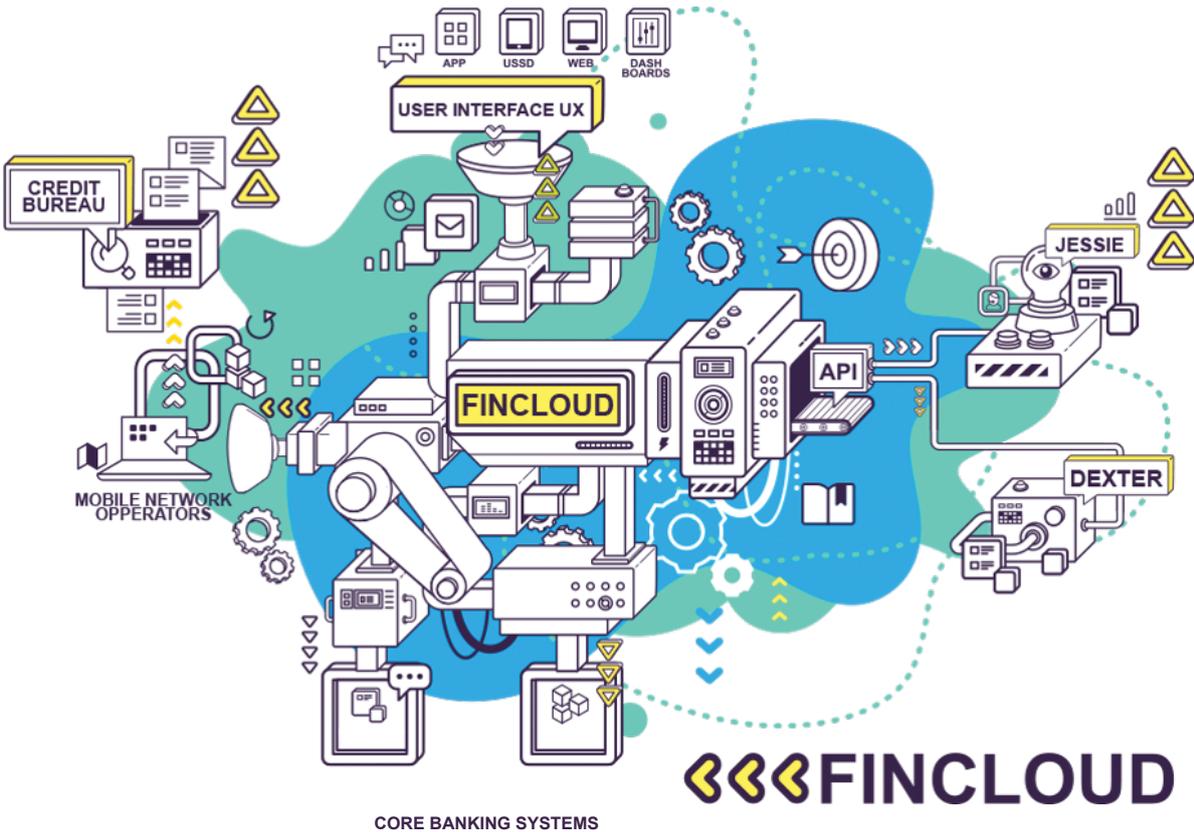
Technological progress has enabled us to use modern, cognitive, self-learning algorithms and intelligent financial software that ensures that new products and services can be developed based on valuable existing and newly acquired data sets. The combination of automation and deployment of self-learning algorithms enables the customer's own data sets to be used more efficiently to generate new products, services and processes.

Our ability to quickly collect, access, and process information from customers and ecosystem partners is one of our key differentiating factors. This ensures confidence in the security of interaction and transactions, which forms the basis of the relationship between our customers and us. We employ AI algorithms that enhance speed of loan approval, while safeguarding the Group against undue credit and fraud risk.

**Jessie** is our proprietary credit decisioning and scoring technology platform, and is based on artificial intelligence algorithms. 'She' considers a number of factors, such as the customer's online behavioural, transactional and credit bureau data, as well as employment information for credit vetting purposes. Jessie accordingly adjusts loan amounts and terms made available to a particular customer based on the outcome of the credit assessment process.

**Dexter** is our proprietary fraud detection system and uses artificial intelligence algorithms including clustering and classification, to calculate a customer’s fraud score based on how closely that customer’s online behaviour matches past fraudulent behaviour of known fraudsters. Customers with high fraud scores are flagged for further review.

## Our proprietary FinTech platform.



- +
**FinCloud, our fully cloud-based proprietary loan management system,** enables us to manage credit risk, our loan book portfolios, and efficiently serve our customers securely, via the Internet, mobile phone and telephone, in real time
  
- +
**Dexter uses AI algorithms** (e.g. clustering and classification) to calculate a client’s fraud score based on how close that client’s online behaviour matches past fraudulent behaviour of known fraudsters. Clients with high fraud scores are flagged for further review

- +
**Jessie, our proprietary credit decisioning and scoring technology platform,** is based on artificial intelligence (AI) algorithms. It considers a number of factors, such as the customer’s behavioural, transactional and credit bureau data, as well as employment information
  
- +
**Redundancy** provided by tier 1 data centres in Africa and Europe

 Live reporting systems provide management with real-time company performance

 Security is provided through various encryption technologies

 Core banking systems

 Our customer and internal processes are seamless as we **fully integrated third party platforms into our systems** (e.g. several government platforms across the continent)

The funding request by the customer is made electronically via our user-friendly website and money is disbursed quickly, typically within minutes.

AI allows almost instantaneous assessment of a customer's creditworthiness as algorithms have replaced traditional lending officers and time consuming paper-based credit vetting processes.

A self-learning algorithm based on the assessment of various data sets takes the loan decision. After approval, the consumer can manage the money digitally, while benefiting from information regarding his or her credit score, personal budget, and other financial planning tools.

Customers in even the most remote regions can access financial services using a mobile device. We are therefore able to reach a far greater market than traditional brick-and-mortar banks.

From a Group perspective, approved loans are managed through FinCloud, our fully cloud-based proprietary loan management system. FinCloud enables us to manage our credit risk, our loan book portfolios, and efficiently serve our customers securely, via the Internet, mobile phone and telephone, in real time.

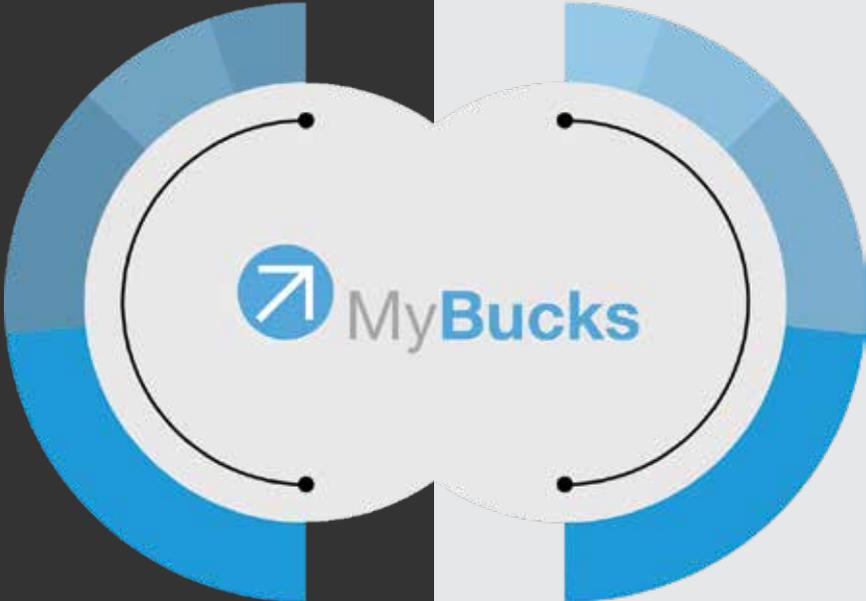
## We really are more enablers than disrupters.

In future, cognitive, self-learning systems will be essential for technologically valuable decision-making support. Through continued innovation and evolution, MyBucks is driving improvements in traditional financial services and promoting disruption through innovative new products and services, which can offer benefits to consumers and other sectors of the economy.

# Tech and execution.

## Technology.

## Execution.



Apply from app or web (+)

Decision making driven by AI (+)

Clients get free credit report and budgeting tool (+)

Instant decision and pay out (+)

(+) 3 banks / 9 MFI

(+) 910 employees

(+) 1.8 million+ loans granted

(+) 93% Collection rate



# Creating value for stakeholders.

## Collaboration

MyBucks' digital strategy to partner with a more traditional bank within the context of the new financial services ecosystem has strengthened our position in the changed competitive environment.

## Our funding model

Our funding model consists of a symbiotic relationship between equity, capital markets, development funding and deposits (in certain countries where we hold the required licenses). This funding mix does not leave the company vulnerable to a single source of external funding. Our aim is to maintain our strong balance sheet by employing a balanced mix of debt and equity funding to maximise the return on capital employed.

A main priority of the next financial year is to lower our current cost of funding. Strategies to be employed include:

- » Refinancing costly third party debt facilities;
- » Obtaining concessional funding at reduced cost earmarked for impact loans;
- » Obtaining new funding lines through strategic acquisitions; and
- » Issuing local currency bonds.

We endeavour to maximise the utilisation of our balance sheet by more closely matching funding lines to our loan book and in the longer term, raising more equity.

Our dedicated collections department manages multiple campaigns to continuously improve collections. A key focus area has been to monitor all accounts that are no longer in the term of the loan but have not

been written off. From a provision perspective, it is imperative that we focus on collecting this portion of the loan book.

The vintage indicates the improvement in collections after the first collection month. The continued growth in collections vintages can be accredited to strategic collections efforts, namely the use of automatic voice messaging for non-performing loans and the persistent follow-ups with customers together with enhancements done on the in-house collections system.

## Creating value for shareholders through.

- +** Continuously improve collections through the use of AI
- +** Implementing initiatives aimed at reducing cost of funding
- +** Continuously optimising product mix to maximise revenue
- +** Adhere to principles of responsible lending

## Access to financial products: Financial inclusion

The MyBucks products give customers access to a range of financial services and products, including but not limited to a transaction account, savings account and mobile wallet. Notably, our credit products are aimed at financing education, agriculture, micro-mortgages and small business development.



**Year in review.**



# Financial review.

## MyBucks showed a 48% growth in revenue.

On the back of an increase in loan book of 71%, MyBucks recorded a 48% growth in Revenues. The Group's impairment increased roughly in line with the loan book growth.

In the midst of a challenging year for emerging markets, MyBucks continued to roll out its progressive tech-driven lending and banking model to emerging economies internationally. This financial year was focused on the successful integration of the Opportunity Banks, which resulted in significant year one P&L impacts. MyBucks however believes it leaves the Group well positioned for future Group. Each month, marginal gains are accomplished in the group's long-term ambitions with many of these becoming crystalised in the

rapid expansion of our new tech offerings in markets around the world. Ultimately the heavy financial cost of this exercise will reap substantial rewards, not just for stakeholders, but for our clients as well.

MyBucks acquired four distressed entities from Opportunity International, and has managed to turn around these entities to monthly break-even, sometimes for the first time in a decade, subsequent to take-over. However – at the same time, the contribution to the Group's P&L by the four Opportunity entities was a loss of € 4.8m excluding transaction cost impact. As a result of the complexity of the Transaction, the Group also incurred a relatively high amount of consultancy costs and audit costs of € 4.9m versus a normalized estimate of c. € 2.0m. The Group's acquisition of FGF contributed a further € 108k negative impact to profitability in its first year. Against these items, the Group recorded a Gain on Bargain Purchase of € 2.85m leaving a net Operating Profit impact of € 10.9m. The cost-to-income ratio resulted in a 69% metric for the year, a figure which is in line with banking peers but remains higher than other tech driven operations. This higher cost income ratio

## Snapshot

Figures in €'000s

	2015	2016	2017
<b>Revenue</b>	31 291	36 250	53 773
<b>Operating profit</b>	11 513	11 079	10 938
<b>Gross loans</b>	40 421	50 307	85 837
<b>Total Assets</b>	63 874	85 322	156 695
<b>Impairment coverage</b>	14%	23%	20%
<b>Total equity</b>	11 044	17 104	20 234
<b>Cost to income ratio</b>	64%	53%	69%

# Financial performance.



and a relatively expensive cost of funding structure (2017: 16%) contributed to the group’s combined loss. On 30 January 2017, lending operations in Spain were completely discontinued and further efforts to recover income from outstanding customers were abandoned.

The offices have been closed and the business unit no longer employs any staff. The discontinued operations resulted in a loss of € 1.9m, which reflects the financial impact of the operations on the group since 30 January 2017. The financial effect of the operations prior to this are included in profits from continuing operations.

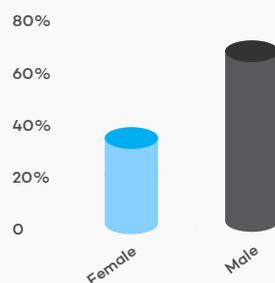
Given the high growth costs resulting from the tech costs, the Group will report its performance in three segments from next financial year representing:

- » Banking (Mozambique, Uganda and Zimbabwe, plus Malawi upon conclusion of the NFB transaction) – this segment will drive profitability due to its lower cost of refinancing resulting from the deposits
- » Lending (All other entities) – this segment will allow for significant future refinancing, but aid in building scale
- » Tech – this segment will house the Group’s new technologies, which includes chatbot lending, Haraka and other new innovations.

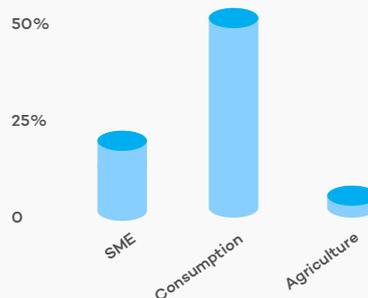
The summarised financial information presented in this report is extracted from the consolidated combined financial statements for the year ended 30 June 2017. The information included in this report does not form part of the audited consolidated combined financial statements for the period ended 30 June 2017.

## Loan book analysis

### Gender

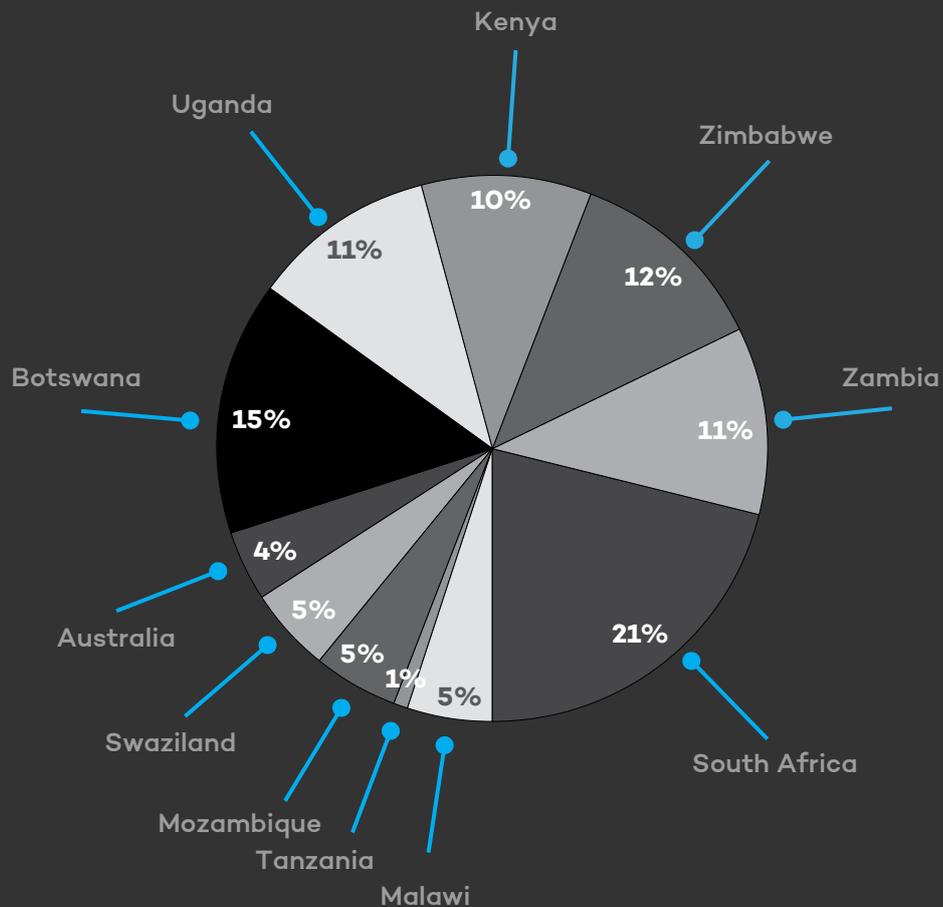


### Customers use of loan proceeds



The average age of the loan book is 38 months.

## Gross advances by region.



Gross advances of € 85.83m with an impairment provision as a percentage of total loan book at 20% showing improvement from June 2016's ratio of 23%. Non-performing loans of 28.4% further show a significant improvement from the 39.8% shown at the end of 2016.

## Loan book sizes.



# Consolidated combined statement of financial position.



as at 30 June

	Notes	2017 €	2016 (Restated) €	1 July 2015 (Restated) €
<b>Assets</b>				
<i>Non-Current Assets</i>				
Property, plant and equipment	5	11 028 568	1 687 416	720 215
Goodwill	6	3 055 362	744 452	896 793
Intangible assets	7	6 228 262	2 400 904	2 439 953
Loans to shareholders	8	-	1 622 802	-
Loans to other related parties	9	5 237 581	1 288 842	16 970
Other financial assets	10	-	-	2 829 951
Deferred tax	11	2 374 348	3 410 442	1 321 032
Loan Book	12	22 784 603	14 456 197	13 475 329
		<b>50 708 724</b>	<b>25 611 055</b>	<b>21 700 243</b>
<i>Current Assets</i>				
Loans to shareholders	8	-	201 705	258 783
Loans to other related parties	9	10 204 601	3 013 550	1 221 550
Trade and other receivables	13	33 722 296	12 318 995	11 373 287
Other financial assets	10	484 121	446 592	-
Loan Book	12	45 742 325	24 342 406	21 349 689
Taxation paid in advance	14	782 115	483 310	-
Cash and cash equivalents	15	15 050 536	18 904 369	7 970 677
		<b>105 985 994</b>	<b>59 710 927</b>	<b>42 173 986</b>
<b>Total Assets</b>		<b>156 694 718</b>	<b>85 321 982</b>	<b>63 874 229</b>
<b>Equity and Liabilities</b>				
<b>Equity</b>				
<i>Equity Attributable to owners of Parent</i>				
Share capital	16	11 665 612	10 998 000	7 677 526
Share premium	16	19 348 748	8 413 279	-
Foreign currency translation reserve		(1 483 168)	(2 802 986)	1 134 632
Other reserves	16	(1 274 763)	(1 861 087)	15 394
Accumulated loss		(16 802 393)	(766 302)	7 181
		11 454 036	13 980 904	8 834 733
<i>Non-controlling interest</i>		8 779 591	3 123 390	2 209 013
		<b>20 233 627</b>	<b>17 104 294</b>	<b>11 043 746</b>
<b>Liabilities</b>				
<i>Non-Current liabilities</i>				
Loans from shareholders	8	-	-	14 608 231
Loans from other related parties	9	26 823 581	13 771 196	-
Other financial liabilities	17	19 438 852	626 484	10 617 495
Finance lease liabilities	18	102 468	104 886	7 607
Deferred tax	11	67 860	15 321	509
Deferred grant income	22	179 538	-	-
Deposits from customers	23	183 453	70 107	-
Derivative financial instruments	20	-	-	316 358
		<b>46 795 752</b>	<b>14 587 994</b>	<b>25 550 200</b>

# Consolidated combined statement of financial position.

as at 30 June

	Notes	2017 €	2016 (Restated) €	1 July 2015 (Restated) €
<i>Current Liabilities</i>				
Trade and other payables	21	11 529 802	7 048 063	3 442 397
Loans from shareholders	8	4 774 000	5 534 910	3 672 738
Loans from other related parties	9	10 348 630	7 641 334	1 074 131
Other financial liabilities	17	43 957 753	26 142 997	15 645 927
Finance lease liabilities	18	40 868	28 730	29 350
Deferred grant income	22	2 054 696	-	-
Current tax payable	14	1 282 512	1 448 373	412 940
Deposits from customers	23	11 310 110	318 709	-
Derivative financial instruments	20	-	341 109	-
Bank overdraft	15	4 366 968	5 125 469	3 002 800
		<b>89 665 339</b>	<b>53 629 694</b>	<b>27 280 283</b>
<b>Total Liabilities</b>		<b>136 461 091</b>	<b>68 217 688</b>	<b>52 830 483</b>
<b>Total Equity and Liabilities</b>		<b>156 694 718</b>	<b>85 321 982</b>	<b>63 874 229</b>

The above consolidated combined statement of financial position should be read in conjunction with the accompanying notes.

# Consolidated combined statement of profit or loss & other comprehensive income.

for the year ended 30 June

	Notes	2017 €	2016 (Restated) €
Revenue	24	53 773 404	36 249 874
Loan impairments	25	(12 039 736)	(6 749 063)
Other income	26	6 191 698	629 168
Employee costs	27	(13 907 805)	(7 121 948)
Depreciation, amortisation and impairments	27	(2 520 109)	(762 526)
Consulting and professional fees	27	(4 893 710)	(2 765 720)
Operating expenses	27	(15 665 672)	(8 400 687)
<b>Operating profit</b>		<b>10 938 070</b>	<b>11 079 098</b>
Investment revenue	28	2 683 535	1 499 738
Finance costs	29	(21 311 705)	(11 692 667)
<b>(Loss) profit before taxation</b>		<b>(7 690 100)</b>	<b>886 169</b>
Income tax expense	30	(3 428 701)	(1 887 039)
<b>Loss from continuing operations</b>		<b>(11 118 801)</b>	<b>(1 000 870)</b>
Loss from discontinued operations	31	(1 895 349)	(876 146)
<b>Loss for the year</b>		<b>(13 014 150)</b>	<b>(1 877 016)</b>
<b>Other comprehensive income:</b>			
<b>Items that may be reclassified to profit or loss:</b>			
Non-controlling interest (NCI) exchange difference in translating foreign operations		(322 559)	43 207
Exchange differences on translating foreign operations	16	1 319 818	(3 937 618)
Effects of cash flow hedges		(59 601)	44 207
<b>Total items that may be reclassified to profit or loss</b>		<b>937 658</b>	<b>(3 850 204)</b>
<b>Other comprehensive income for the year net of income tax expense</b>		<b>937 658</b>	<b>(3 850 204)</b>
<b>Total comprehensive loss for the year</b>		<b>(12 076 492)</b>	<b>(5 727 220)</b>
<b>Loss attributable to:</b>			
<b>Owners of the parent:</b>			
From continuing operations		(13 139 298)	(2 229 809)
From discontinued operations	31	(1 895 349)	(876 126)
		<b>(15 034 647)</b>	<b>(3 105 935)</b>
<b>Non-controlling interest:</b>			
From continuing operations		<b>2 020 497</b>	<b>1 228 919</b>
<b>Total comprehensive loss attributable to:</b>			
Owners of the parent		(13 774 430)	(6 999 346)
Non-controlling interest		1 697 938	1 272 126
		<b>(12 076 492)</b>	<b>(5 727 220)</b>
<b>Earnings per share</b>			
Basic loss per share from continuing operations	32	(1.14)	(0.22)
Basic loss per share from discontinuing operations	32	(0.16)	(0.09)
Diluted loss per share from continuing operations	33	(1.14)	(0.22)
Diluted loss per share from discontinuing operations	33	(0.16)	(0.09)

The above consolidated combined statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

# Consolidated Combined Statement of Changes in Equity.

## for the year ended 30 June

	Predecessor share capital	Owner share capital	Total share capital	Share premium	Foreign currency translation reserve	Other reserves	Accumulated loss	Total attributable to owners of the parent	Non-controlling interest	Total equity
<b>Figures in €</b>										
<b>Balance at 01 July 2015 as restated</b>	7 677 526	-	7 677 526	-	1 134 632	15 394	7 181	8 834 733	2 209 013	11 043 746
Loss for the year	-	-	-	-	-	-	(3 105 935)	(3 105 935)	1 228 919	(1 877 016)
Other comprehensive income	-	-	-	-	(3 937 618)	44 207	-	(3 893 411)	43 207	(3 850 204)
<b>Total comprehensive Loss for the year</b>	-	-	-	-	<b>(3 937 618)</b>	<b>44 207</b>	<b>(3 105 935)</b>	<b>(6 999 346)</b>	<b>1 272 126</b>	<b>(5 727 220)</b>
Issue of shares	-	10 998 000	10 998 000	8 413 279	-	(2 302 474)	-	17 108 805	-	17 108 805
Transfer between predecessor and owner	(7 677 526)	-	(7 677 526)	-	-	-	-	(7 677 526)	-	(7 677 526)
Transactions with NCI	-	-	-	-	-	-	2 332 452	2 332 452	310 136	2 642 588
Share based payment reserve	-	-	-	-	-	381 786	-	381 786	-	381 786
Acquisition of subsidiaries	-	-	-	-	-	-	-	-	(45 113)	(45 113)
Dividends declared by subsidiary	-	-	-	-	-	-	-	-	(622 772)	(622 772)
<b>Total contributions by and distributions to owners of company recognised directly in equity</b>	<b>(7 677 526)</b>	<b>10 998 000</b>	<b>3 320 474</b>	<b>8 413 279</b>	<b>-</b>	<b>(1 920 688)</b>	<b>2 332 452</b>	<b>12 145 516</b>	<b>(357 749)</b>	<b>11 787 767</b>
<b>Balance at 30 June 2016 as restated</b>	<b>-</b>	<b>10 998 000</b>	<b>10 998 000</b>	<b>8 413 279</b>	<b>(2 802 986)</b>	<b>(1 861 087)</b>	<b>(766 302)</b>	<b>13 980 904</b>	<b>3 123 390</b>	<b>17 104 294</b>

# Consolidated Combined Statement of Changes in Equity.

## for the year ended 30 June

	Predecessor share capital	Owner share capital	Total share capital	Share premium	Foreign currency translation reserve	Other reserves	Accumulated loss	Total attributable to owners of the parent	Non-con- trolling interest	Total equity
<b>Balance at 01 July 2016 as restated</b>	-	10 998 000	10 998 000	8 413 279	(2 802 986)	(1 861 087)	(766 302)	13 980 904	3 123 390	17 104 294
Loss for the year	-	-	-	-	-	-	(15 034 647)	(15 034 647)	2 020 497	(13 014 150)
Other comprehensive income	-	-	-	-	1 319 818	(59 601)	-	1 260 217	(322 559)	937 658
<b>Total comprehensive Loss for the year</b>	-	-	-	-	<b>1 319 818</b>	<b>(59 601)</b>	<b>(15 034 647)</b>	<b>(13 774 430)</b>	<b>1 697 938</b>	<b>(12 076 492)</b>
Issue of shares	-	667 612	667 612	10 935 469	-	-	-	11 603 081	-	11 603 081
Share based payment reserve	-	-	-	-	-	645 925	-	645 925	-	645 925
Capital injection by minority shareholder	-	-	-	-	-	-	-	-	368 183	368 183
Acquisition of subsidiary	-	-	-	-	-	-	-	-	4 257 322	4 257 322
Dividends	-	-	-	-	-	-	-	-	(592 039)	(592 039)
Transactions with NCI	-	-	-	-	-	-	(1 001 444)	(1 001 444)	(75 203)	(1 076 647)
<b>Total contributions by and distributions to owners of company recognised directly in equity</b>	-	667 612	667 612	10 935 469	-	(645 925)	(1 001 444)	11 247 562	3 958 263	13 205 825
<b>Balance at 30 June 2017</b>	-	11 665 612	11 665 612	19 348 748	(1 483 168)	(1 274 763)	(16 802 393)	11 454 036	8 779 591	20 233 627
Note(s)		16	16	16	16	16			4	

The above consolidated combined statement of changes in equity should be read in conjunction with the accompanying notes.

# Consolidated combined statement of cash flows.

for the year ended 30 June

	Notes	2017 €	2016 (Restated) €
<b>Cash flows from operating activities</b>			
Cash (used in)/generated by operations	33	(9 461 578)	6 202 188
Interest received		1 557 462	658 045
Interest paid		(17 223 580)	(10 475 090)
Tax paid	14	(3 211 401)	(2 944 444)
<b>Net cash flows used in operating activities</b>		<b>(28 339 093)</b>	<b>(6 559 301)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment		(3 052 836)	(632 404)
Proceeds on sale of property, plant and equipment		101 217	24 327
Investment in intangible assets		(502 510)	(258 591)
Payment for acquisition of subsidiary, net of cash acquired		(36 482)	-
Placement/Encashment of short term deposits		(1 181 597)	148 101
Loans advanced to related parties		(6 486 218)	(357 214)
Repayments from related parties		3 821 209	478 183
Investment in other financial assets		(3 940 293)	(105 242)
Payments received from loans related to other financial assets		663 118	-
Advances to shareholders		-	(4 539 981)
Repayments from shareholders		-	1 004 983
Non controlling interest shares acquired		(1 097 641)	-
<b>Net cash flows used in investing activities</b>		<b>(11 712 033)</b>	<b>(4 237 838)</b>
<b>Cash flows from financing activities</b>			
Proceeds on share issue		2 488 681	12 011 600
Capital raising fee		(36 515)	-
Repayment of other financial borrowings		(26 164 530)	(6 315 661)
Proceeds from other financial borrowings		47 332 786	13 477 218
Payment of derivative margin call deposit	20	(479 004)	-
Advances from related parties		20 042 369	7 203 702
Repayments to related parties		(7 546 368)	(6 313 712)
Finance lease payments		(39 613)	(44 542)
Grant received	22	1 257 840	-
Dividends paid		(274 098)	(622 772)
<b>Net cash flows from financing activities</b>		<b>36 581 548</b>	<b>19 395 833</b>
<b>Total cash movement for the year</b>		<b>(3 469 578)</b>	<b>8 598 694</b>
Cash and cash equivalents at the beginning of the year		13 778 900	4 967 876
Effect of exchange rate movement on cash and cash equivalents balances		374 246	212 330
<b>Total cash and cash equivalents at the end of the year</b>	15	<b>10 683 568</b>	<b>13 778 900</b>

The above consolidated combined statement of cash flow should be read in conjunction with the accompanying notes.



# Business Overview.

The Group has focused its technology- driven operating model on two distinct project segments, namely Banking and Non-Banking Financial Institutions (NBFI). The core tech focus and underlying operating technology platforms therefore speak to a divergence of pure lending based income (typical in NBFI) to a broad range of other transactional products.

## Product mix per country

	Australia	Botswana	Kenya	Malawi	Mozambique	Namibia	Poland
Product mix							
GetBucks	Personal credit	Personal credit	Personal credit; SME; Other loans	Personal credit; SME	Personal credit; SME; Other loans	Personal credit	Personal credit; SME; Credit report & budgeting
GetSure		Credit life; Funeral cover; Legal cover	Credit life	Credit life	Agriculture; Crop; Credit life		Credit life; Funeral cover
GetBanked		Mobile transactions			Savings; Cards; Remittances		Mobile transactions
Opportunities	Expanding into rest of Australia and Asia						

	South Africa	Spain	Swaziland	Tanzania	Uganda	Zambia	Zimbabwe
Product mix							
GetBucks	Personal credit; SME; Credit report & budgeting	Personal credit	Personal credit	Personal credit; SME; Other loans	Personal credit; SME; Other loans		Personal credit; SME; Other loans
GetSure			Credit life	Agriculture; Crop; Credit life	Agriculture; Crop		Income protector; Credit life; Life cover
GetBanked					Savings; Mobile transactions		Savings; Mobile transactions; Cards; Remittances
Opportunities	Discontinuing operation						

## Banking

### Opportunity Bank, Mozambique

#### Country manager

Pieter van der Merwe



Established

**July 2016**



Sales 30 June 2017

**€ 4 785 597**



Staff complement

**195**



Products

- » SME loans
- » Other loans
- » Agriculture cover
- » Crop cover
- » Credit life
- » Savings
- » Cards
- » Remittances



Banco Oportunidade de Moçambique was integrated under full management and control on 1 July 2016. It is solely focussed on the micro-finance market segment with a strong poverty alleviation motive. The immediate implementation of a transformation plan achieved the following outcomes:

- » Achieving profitability for the first time in its history.

Over and above the mentioned successes, we were able to obtain Central Bank approval to amend our banking license to offer all commercial banking products, subject to individual product approval before launch. Due to the very timeous process of finalising the registration of the incoming majority shareholders and new minority shareholders, capital funding could only be introduced towards the end of the financial year in support of the implementation of new technology that will bring a unique competitive advantage to the Mozambican market.



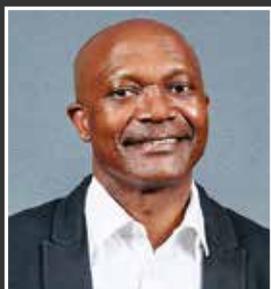
**SMME**

**Mozambique**

Tino Nhingalela from Beira, Mozambique has taken out 16 loans from MyBucks during the financial year to fund the stock of his grocery shop. The first loan he applied for was € 156 (Mts. 12 000). The most recent loan disbursement amounted to € 1 340 (Mts. 103 000). Tino used the loan finance to build his own shop; continued his studies; and saved money to start a “tchopela” (also known as tuk-tuk) business in addition to his existing business.

## Opportunity Bank, Uganda

Country manager  
Tineyi Mawocha



Established  
**October 2016**



Sales 30 June 2017  
**€ 13 911 466**



Staff complement  
**270**



### Products

- » Personal credit
- » SME loans
- » Other loans
- » Agriculture cover
- » Crop cover
- » Savings
- » Mobile transactions



Opportunity Bank Uganda Limited, part of the MyBucks Group of entities since 1 October 2016, has made tremendous positive strides towards implementing a more efficient business model aimed at serving more customers using technology. In doing so, the bank is empowering and sustaining the under-served and financially excluded people throughout Uganda.

At a macro level, economic growth has been hampered by various factors including a drought that affected agricultural output, reduced government expenditure and lowered appetite for credit by the private sector. This is projected to improve as the agricultural season kicks in and government embarks on implementing infrastructure projects that are critical for the velocity of and multiplier effect on money. The local banking industry continues to experience slow recovery following the speculative tendencies from an election year during 2016 and below average government expenditure. As a result, the Central Bank has reduced its rate from 15% in June 2016 to 10% in June 2017 aimed at lowering market rates to stimulate private sector borrowing and investment in the economy. The benefits of the reduced funding costs are starting to materialise with financial institutions now realising growth in their loan books.

The Central Bank of Uganda recently released guidelines for Bancassurance, expanding the product range for financial institutions, and this together with agency banking and the already existing mobile banking platform present the future of banking and specifically financial inclusion in Uganda. The acquisition of a 49% stake in the bank by MyBucks is just in time to give us access to the technical resources and expertise that we will need to gain a first mover advantage for some of the high-tech products in Uganda.

The period under review has been a period of rapid but controlled change at the bank to align us to the financial technology of the MyBucks Group. New products introduced, including payroll lending and Haraka, are set to push the bank to new heights.

During the nine months' period to 30 June 2017, the bank recorded a profit after tax of € 624 000 (Shs 2.5bn) and had an 11% growth in the loan book by € 1.1m (Shs 4.5bn). Over the same period, customer deposits increased by € 1.6m (Shs 6.6bn), an increase of 26%. A total of € 12.9m (Shs 53bn) in new loans was disbursed to 31 981 customers in the nine months ended 30 June 2017, mostly to customers in the rural areas with over 60% directed towards supporting the agriculture value chain and education services.

## GetBucks Bank, Zimbabwe

### Country manager

Merci Murevesi



Established

**January 2012**



Sales 30 June 2017

**€ 19 513 177**



Staff complement

**66**



Products

- » Personal credit
- » SME loans
- » Other loans
- » Income protector
- » Credit life
- » Life cover
- » Savings
- » Mobile transactions
- » Cards
- » Remittances



## Overview of the economic state of Zimbabwe

The International Monetary Fund (IMF) completed its Article IV consultations on Zimbabwe and announced a revised growth forecast of between 2.5% and 3% for 2017, up from 0.7% in 2016, largely due to the bumper harvest achieved. The Ministry of Finance projected growth at 3.7% for 2017 up from an erroneous forecast of 1.7% in 2016. Being an agro-based economy, the good harvest has seen many positive spill-over effects for the economy in general, chief among them being improved aggregate demand. Several locally listed corporates have reported improved increased turnover in their trading updates to the market. Growth is however being inhibited by the prevailing cash shortages and the scarcity of foreign currency. The country has recently emerged from a period of negative inflation because of increased government spending that was targeted at growing agriculture output through the command agriculture programme. The programme is credited with the increased agriculture output. The Zimbabwean political environment is stable despite elections coming up within the next 12 months. Succession issues are not expected to have an impact on policies that affect our local lending book.

## GetBucks Zimbabwe

Credit demand in Zimbabwe remained strong throughout the year; overall year on year sales grew by 10% from € 12.7m (USD 13.9m) to € 13.9m (USD 15.2m). Credit growth was anchored by the growth in loans to small and medium enterprises (SME) where we financed value chain financing opportunities and secured markets for our SME customers.

SME sector loans were boosted by our strategy to provide wholesale funding to partner organisations that offer credit terms to consumers that purchase household goods and appliances thereby capacitating them to write more business and increase their reach to more customers especially servicing customers in rural areas.

Consumer credit demand for the year under review remained relatively unchanged. We managed to maintain our market share while deliberately growing our SME and mortgage loan portfolios.

We introduced the mortgage facility that was targeted at the low end of the market with a

view to providing affordable financing to individuals who preferred to acquire serviced stands and build their own houses. The product gained reasonable traction with total exposure as at end of June 2017 amounting to € 519 410 (USD 592 127).

On the deposit front, we applied to the Central Bank of Zimbabwe and were permitted to offer card services. This was a significant development that now allows us to deploy the technology that we developed for the financially excluded to have access to bank accounts. In the coming financial year, we will be rolling out card services, Internet banking services and mobile banking services to the mass market focusing specifically on the financially excluded. We expect increased growth in the acquisition of customer accounts once our technology has been fully deployed in the market.



**Community project**  
**Winter warmer**

GetBucks Zimbabwe held its first corporate social initiative in July 2016 at the Seke Rural Home Based Care facility (SRHBC). SRHBC is a Zimbabwean registered non-governmental organisation, which was founded in January 2001 as a response to the HIV and AIDS pandemic. It operates in all the 21 wards of Seke-Manyame Rural District and in seven wards of Wedza Rural District, both located in the Mashonaland East Province. SRHBC also operates in 10 wards of Makoni Rural District in the Manicaland Province.

SRHBC identified 30 orphans from the most vulnerable child-headed families looking after their own siblings who are affected and infected by HIV and AIDS. These orphans were selected from an area within a radius of 200 kilometers across the Seke-Manyame Rural District.

As a way of ploughing back into the community, GetBucks Zimbabwe donated blankets, basic food hampers and school stationery and provided lunch while interacting with the children. Fourteen GetBucks Zimbabwe employees took part and handed out of the hampers. Speaking at the handover ceremony, GetBucks Zimbabwe MD, Merci Murevesi, indicated that it is part of the GetBucks culture to give back to the community and that poverty alleviation is part of our financial inclusion push to assist those who are economically excluded.

**“We strongly believe in partnering with our community as ‘it is a blessing to give rather than to receive. We hope this donation will go a long way in sustaining the children’s livelihood.”**



# Non-banking financial institutions

**FairGo Finance,  
Australia**

**Country manager**  
Paul Walshe



➤ **Established**  
**January 2017**

➤ **Sales 30 June 2017**  
**€ 4 317 073**

➤ **Staff complement**  
**35**

➤ **Products**  
» Personal credit

FairGo Finance joined the Group effectively 1 January 2017 and represents the Australian operations of MyBucks.

FairGo Finance has seen a lot of change in the Australian market since commencing operations in 2008, and this has only accelerated over the last few years. As a result we commenced an innovation upgrade in the 2016 financial year, which resulted in a 16% revenue growth, 22% drop in operating expenses, and significantly improved the return on capital through more efficient processes and a revised product mix in the 2017 financial year.

While the Australian market is economically different to much of the Group, the underlying credit and collections processes are relatively universal and hence there are great opportunities from what MyBucks has done, and is doing, in other markets.

Our initial dealings have seen us improve some core lending processes by applying the Group's methodologies and systems, such as provisioning processes and AI, and we look forward to moving beyond these quick wins.

By leveraging and customising the existing MyBucks products and developing new offerings for the Australian market, we will build on the company's position in the Australian market and accelerate our pace of growth to meet the local market needs.

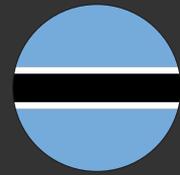
The early success of the integration has been supported by a strong cultural alignment between companies as to how technology can be applied to make a customer's access to credit easier and how we can work smarter as a company.

We are excited to be working within a Group to continue this journey and advance into new areas with a view to the Asian region beyond this.

## GetBucks, Botswana

### Country manager

Marthin De Kock



Established

**March 2012**



Sales 30 June 2017

**€ 13 408 310**



Staff complement

**59**



Products

- » Personal credit
- » Credit life
- » Funeral cover
- » Legal cover
- » Mobile transactions

Botswana is a development success story. A small, landlocked country of two million people, Botswana was one of the poorest countries in Africa with a per capita gross domestic product (GDP) of about € 6 (USD 70) when it gained independence from Britain in 1966. In the years that followed, supported by the discovery of diamonds, Botswana has been one of the fastest growing economies in the world and moved into the ranks of upper-middle income countries. Real GDP showed robust growth of average 5% per annum over the past decade. GetBucks Botswana, a member of the Botswana Microfinance Association, is a legally constituted grouping of micro-finance institutions and institutions that are providing micro-finance related services in Botswana. GetBucks Botswana operates three credit entities, namely:

### GetBucks Botswana

Through GetBucks we provide credit facilities to central government employees and 43 council employees allowing us to deduct repayments directly from their salaries. Through a corporate agent license from Regent, we offer a group funeral scheme currently consisting of about 14,550 members. For the year ending 30 June 2017, GetBucks Botswana recorded a profit before tax of € 768 016 (P 8.8m).

### TU employee benefits

Through TU Employee Benefits we provide credit facilities to Botswana Teachers' Union (BTU) members. For the period under review, TU Employee Benefits achieved a profit before tax of € 522 806 (P 6.0m).

### CashCorp

CashCorp focuses on making credit facilities available to customers in fixed employment. Collections are made via debit order. Historically CashCorp only offered a one-month loan product. During the year under review, the product range was extended to include longer-term loans. CashCorp reported a loss of € 128 959 (P 1.5m) before tax for 2017 financial.

GetBucks Botswana has applied to the local regulator for approval to use online approvals for all credit and insurance products. The year ahead will also see us piloting disbursement via card and electronic funds transfer (EFT) eliminating the need for cash disbursement.

# GetBucks & Opportunity Bank, Kenya

**Country manager**  
Jaco Coetzee



Established  
**May 2012**



Sales 30 June 2017  
**€ 9 180 845**



Staff complement  
**66**



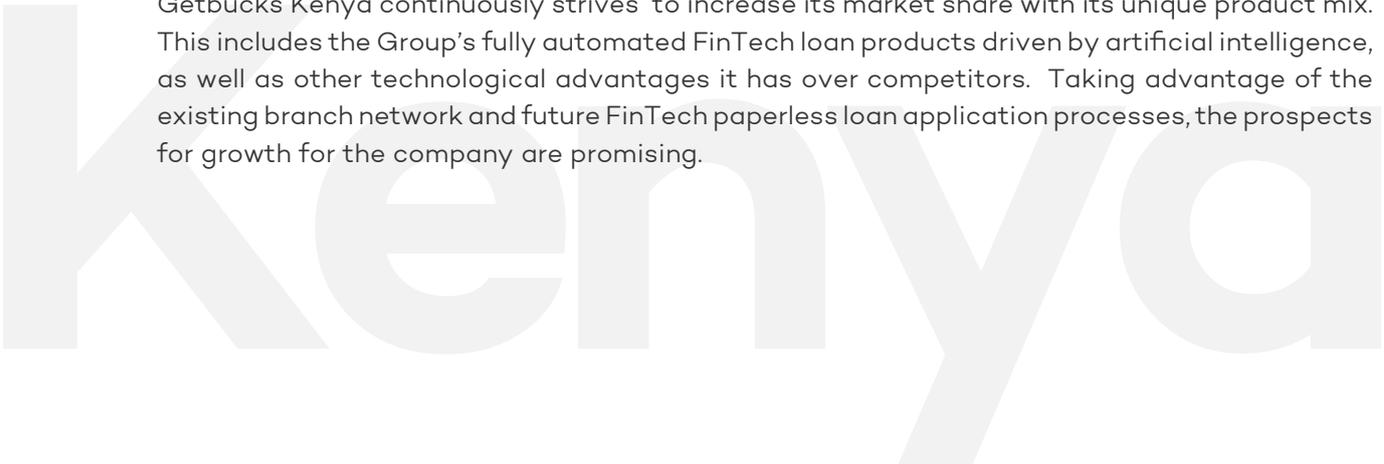
Products  
» Personal credit    » Other loans  
» SME loans        » Credit life

The macroeconomic outlook for the 2016/17 fiscal year looks slightly dimmer than the year before. The GDP is projected to decelerate to 5.5% from 5.9% due to the ongoing drought which has led to crop failure, dying herds of livestock, and increased food insecurity. Further, with hydropower being the cheapest source of energy in Kenya, poor rains increase energy costs, impacting many other sectors. The rise in food and energy prices drove inflation to a five-year high of 10.3% in March 2017.

Getbucks Kenya is a member of Association of Microfinance Institutions Kenya (AMFI-K). AMFI-K is a member institution that was formed in 1999 under the Societies Act. With a broad mandate to promote a conducive environment for the development of Micro Finance Institutions (MFI) and to build capacity. Through AMFI-K the sector managed to have the Microfinance Act 2006 enacted and in 2013 through amendments, deposit taking institutions were allowed to be referred to as Microfinance banks. AMFI-K continues to play an important role in promoting and improving the microfinance sector in the country.

The financial services sector plays an important role in the economy, with over 75.3% of the population now having access to financial services. One of the biggest challenges facing the industry is the introduction of legislation capping interest rates, a move that is now associated with the reduction in credit to the private sector.

Getbucks Kenya continuously strives to increase its market share with its unique product mix. This includes the Group's fully automated FinTech loan products driven by artificial intelligence, as well as other technological advantages it has over competitors. Taking advantage of the existing branch network and future FinTech paperless loan application processes, the prospects for growth for the company are promising.



## GetBucks, Malawi

### Country manager

Michael Hodgkiss



Established  
**July 2012**



Sales 30 June 2017  
**€ 2 852 199**



Staff complement  
**32**



Products  
» Personal credit  
» Credit life  
» SME loans

The macro economic outlook for the 2016/17 fiscal year was favourable. Good rainfall throughout the country resulted in a good agricultural harvest and sufficient food reserves. As a result of the reduction in inflation and stable macro economic outlook, the Central Bank reduced the policy rate from 24% to 18% in June 2017. Most banks have already adjusted their base lending rates to 27.5%. GetBucks' major facilities with commercial banks are priced at base minus 3%. This will result in margin improvements and savings on financing costs.

In the year ending 30 June 2017, GetBucks Malawi registered a profit after tax of € 403 131 (Mk 317m) compared to the budgeted profit of € 2.5m for the same period. GetBucks Malawi surpassed the set threshold for subjecting a non-deposit taking micro finance institution to prudential regulation as at December 2016. As at the end of December 2016, GetBucks Malawi's asset base stood at € 59.9m (K 6.7bn), which is significantly beyond the threshold set at inception in 2013.

GetBucks Malawi is a member of the Malawi Microfinance Network (MAMN), a legally constituted grouping of micro finance institutions and institutions that are providing microfinance related services in Malawi. The Government of Malawi recognises that a more inclusive financial system is critical to the development of the country's economy. Reforms have been undertaken by GetBucks Malawi to implement innovations and financial technology, making us the first micro-finance institution to launch a mobile lending application. More recently, various market players have implemented innovations in an effort to expand the reach of financial services. Despite these developments, however, a significant proportion of the country's population still continues to face severe constraints in accessing financial services – including savings, credit, insurance, and payment services.

GetBucks Malawi adheres to the principles of responsible lending and good governance. A key focus area is to grow the market we serve, both rural and urban, while at the same time ensuring that we remain sustainable in our quest for financial transformation through financial technology.

## GetBucks, Namibia

### Country manager

Charmaine Diergaardt



- Established  
**July 2014**
- Sales 30 June 2017  
**€ 314 203**
- Staff complement  
**1**
- Products
  - » Personal credit

The company's performance has increased on a monthly basis since the start of our operation in September 2016. 10% of our customer base has applied for financial assistance via our online application module, a first for the Micro-Lending Industry of Namibia. With the online application option, GetBucks Namibia can now cater to a broader spectrum of customers, especially customers who are not able to visit our branch located in Windhoek, yet have Internet connectivity available. Taking advantage of the online application option/ method increases our prospect for growth in the country.

# Namibia

## GetBucks, Poland

### Country manager

Michal Gebala



Established

**February 2015**



Sales 30 June 2017

**€ 1 594 241**



Staff complement

**5**



Products

- » Personal credit
- » SME loans
- » Credit report & budgeting

GetBucks Poland maintained its focus on improving customer experience through deploying its cutting edge FinTech solutions. Operating in a competitive and fast growing environment like Europe, requires best of breed technology. Therefore, great emphasis was placed on introducing disruptive FinTech solutions in a timely manner.

We utilise big data mining and advanced AI self-learning mechanisms during our credit scoring process. This allows us to accurately determine our customers' payment behaviour and propensity of default, which helps to drive financial inclusion on one hand and to keep credit losses to a minimum on the other.

During the financial year, we integrated with pay-by-link solutions, allowing customers to make convenient and effortless payments – anytime, anywhere. In addition, GetBucks Poland joined a P2P online lending marketplace, which allowed us to access the vast wave of funding to further increase our footprint throughout the country.

# Poland



## GetBucks, South Africa

### Country manager

William Hunter



Established

**November 2011**



Sales 30 June 2017

**€ 35 869 548**



Staff complement

**62**



Products

- » Personal credit
- » SME loans
- » Credit report & budgeting
- » Credit life
- » Funeral cover
- » Mobile transactions

The 2017 financial year was equally exciting and challenging. In an environment where National Credit Act (NCA) rates and fees were adjusted in May 2016, revenue was only marginally affected (6% decrease). Sales targets were under pressure during the first half of the year, however, targeted initiatives show sales figures increasing during the latter part of the year. The initiatives included:

- » Optimising our product mix and reducing product terms to enhance profitability;
- » Implementing cost cutting exercises to reduce overall operating expenditure;
- » Collections were improved through the introduction of Jessie, our machine learning algorithm. Jessie predicts client behaviour and determines product offering by evaluating various factors. A self-help function was introduced on the website further improving collections; and
- » To increase sales, we introduced a broker module that assisted with adding an average of 1 000 new clients per month and growing each month.

Steady growth and increased revenue is anticipated for the next financial year. In May and June 2017, we recorded the highest revenue over the past year, and expect the trend of increasing revenue to continue into the 2018 financial year.

# ern Afr

## GetBucks, Swaziland

### Country manager

Lenus Oosthuizen



- **Established**  
**July 2014**
- **Sales 30 June 2017**  
**€ 5 054 798**
- **Staff complement**  
**16**
- **Products**
  - » Personal credit
  - » Credit life

GetBucks Swaziland made a tremendous sales improvement during the financial year, achieving sales of € 5.05m, which can be attributed to the tireless efforts of every staff member in our operations.

Swaziland is a fast-growing market, and we are continuously considering new opportunities to expand the GetBucks brand locally and grow our loan book. The efforts centre around a robust marketing campaign and we make use of social media platforms to interact with our customers.

High interest rate pricing is our main challenge in the market. Customers are price sensitive and we have lost some business due to competitors offering loans at lower interest rates. At a Group level, we are sourcing more cost-effective sources of funding that would enable us to offer lower interest rates to our customers, and increase our interest margin.

Collections improved notably towards the end of the financial year due to additional collection staff joining the company. They concentrated specifically on the recovery of long outstanding loans. To further improve the quality of our loan book, and to reduce the number of customers who default, we set customer affordability at 15% of their net salary, with a maximum loan amount of € 135 (E 2 000).

The Financial Service Regulator Authority (FSRA) Act, established in terms of the Consumer Credit Act of 2016, commenced during March 2017. The Act proposes a maximum interest rate on loans. This may negatively affect our profitability in the foreseeable future. However, our superior mobile product offering will continue to set GetBucks apart from other lenders.

**We provided 375 school children with pencil cases and stationary.**



**Community project**

**Mashobeni Methodist primary school**

In July 2016, we entered into a three-year partnership with Mashobeni Methodist Primary School, assisting the school with much needed resources. This includes providing them with maize meal and sugar monthly, which is used to prepare breakfast for the children every morning. We also provided 375 school children with pencil cases and stationary.

Our plans for the next financial year include upgrades and renovations at the school, including refurbishing their sporting facilities, building a water tank as well as erecting a fence around their vegetable garden.

## Opportunity Bank, Tanzania

### Country manager

Abraham Fourie



Established

**July 2016**



Sales 30 June 2017

**€ 2 280 867**



Staff complement

**15**



Products

- » Personal credit
- » SME loans
- » Other loans
- » Agriculture cover
- » Crop cover
- » Credit life

Opportunity Tanzania Limited, now re-branded as GetBucks Tanzania, has evolved as micro-finance company, improving the standard of living of our customers. Many are business owners and operators who are not able to access traditional sources of funding. We manage a loan portfolio of around € 2.1m (TZS 5bn). The loans are disbursed to our customers in groups or to single borrowers who use the loans for business improvements, home improvement loans as well as loans to private schools to finance their working capital.

GetBucks Tanzania operates in Arusha, in the northern part of the country and Dar es Salaam, the business hub of Tanzania. We have a customer base of more than 3 000 customers. The state-of-the-art technology used by GetBucks has extended our operations beyond the geographical boundaries of the areas where we operate. We are currently piloting the Haraka app, through which our customers can channel their loan applications to us through their mobile phones whenever and wherever they are. On top of this, repayment of installments will be easy and convenient through the app. According to the quarterly communications statistics report for April to June 2017, released by the Tanzania Communications Regulatory Authority (TCRA), there are more than 40.3 million mobile telecom subscribers in Tanzania. Therefore, roughly every adult Tanzanian owns at least one mobile handset. With Haraka, we are looking forward to reach even more customers.

# Tanzania

## GetBucks, Zambia

### Country manager

Raymond West Evans



➤ Established  
**October 2014**

➤ Sales 30 June 2017  
**€ 10 443 855**

➤ Staff complement  
**12**

➤ Products

- » Personal credit
- » SME loans
- » Credit life

At GetBucks Zambia, we owe our performance to our ability to deliver financial services to sections of disadvantaged and low-income segments of society who do not have access to traditional sources of funding. Providing credit to customers is the single biggest way we can help them to break the cycle of poverty and to thrive and prosper. Our growth in 2017, illustrated by our performance, position and market share, has allowed us to continue to provide credit to individuals who in turn create positive economic and social impacts in their communities. GetBucks Zambia is an active local corporate citizen and made contributions to the SOS Village, Children of Zion Orphanage and Kondwani Centre during the year.

During 2017 we increased our capacity to service our customers and to provide credit across the country through our mobile-agent network and unique FinTech solutions. This continues to set us apart from the traditional operating norms offered by our competitors. We service the often-excluded members of society, especially minorities such as women and those living in rural areas, creating a more inclusive economy. We offer a range of online financial products, including short-term loans varying from one month to six months.

The graphs on the next page demonstrate a clear, positive community impact, and the improvement in people's lives through our loans. This is in line with Zambia's development goals and offer strong growth potential for our products.

# Zambia



# Governance and risk management.

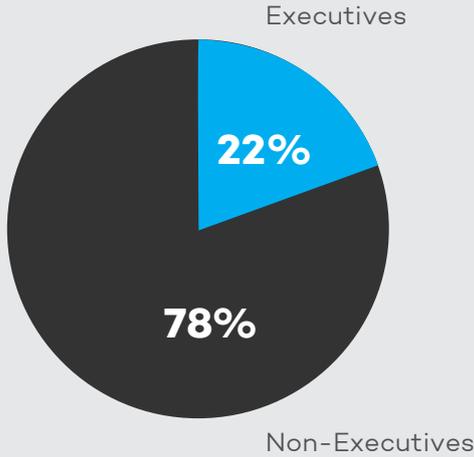


# Governance structure.



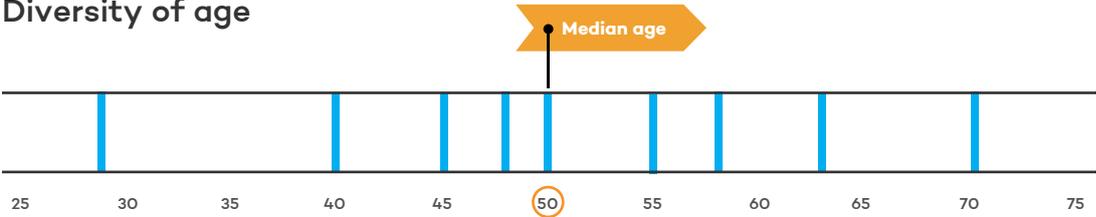
» The Board of Directors operates in accordance with approved terms of reference that are reviewed on an annual basis

Gerd Alexander Schütz	Austrian
Dave van Niekerk	South African
Timothy Nuy	Dutch
Christopher Hall	British
Johan Jonck	South African
Trevor Joslin	British
George Manyere	Zimbabwean
Simon Village	British
Dennis Wallestad	American

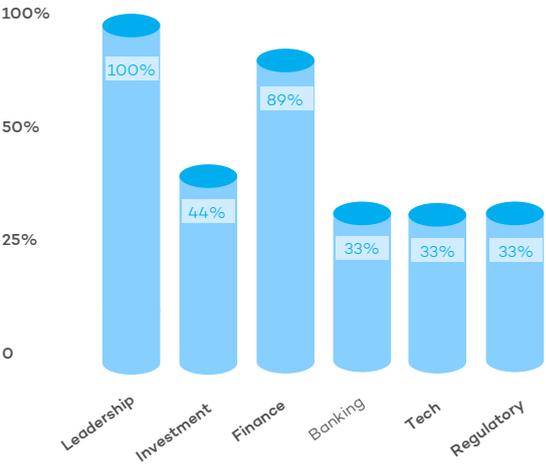


Please refer to our website for more detail regarding the qualifications and experience of the members of the Board of Directors.

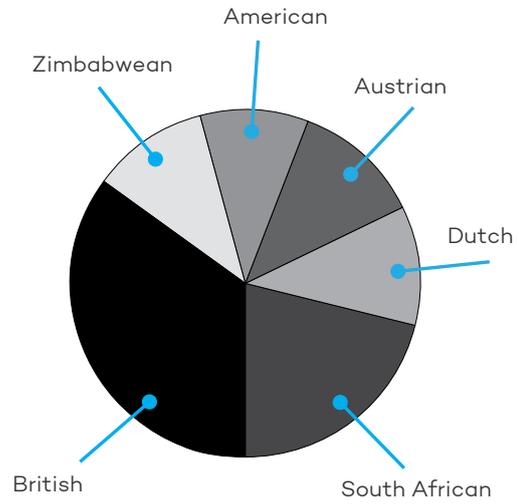
## Diversity of age



## Diversity of experience



## Diversity of nationality



The Board of Directors of MyBucks (the Board) strongly believes that good corporate governance enhances the sustainable growth and performance of the Group, and is central to achieving the Group's primary objective of maximising shareholder value. The corporate governance practices at MyBucks provide the structure, which enables this objective to be achieved, whilst ensuring that the business and affairs of the Group are conducted competitively under high ethical standards and in accordance with the law.

The Board confirms that, as a leading FinTech institution it embraces the main characteristics of good corporate governance, namely:

- » Integrity;
- » Transparency;
- » Independence;
- » Accountability; and
- » Social responsibility.

**Main characteristics of good corporate governance.**



The MyBucks Board of Directors consists of two executive directors – the CEO and the Deputy CEO – and seven non-executive directors. The chairman of the Board is a non-executive director.

The Board meets at least on a quarterly basis, along with the applicable Sub-Committees.

- » The Credit Committee primarily assists the Board with overseeing the:
  - » Credit and lending strategies, as well as the objectives of MyBucks
  - » Credit risk management of MyBucks

- » Implementation of the approved credit risk strategy
- » Development of policies and processes for identifying, measuring, monitoring and controlling credit risk
- » Quality and performance of MyBucks' credit portfolio
- » The Remuneration Committee primarily assists the Board with overseeing the:
  - » Quality and integrity of MyBucks' nomination and remuneration policies
  - » Appointment of directors and their remuneration
- » The Audit and Risk Committee primarily assists the Board with overseeing the:
  - » Quality and integrity of MyBucks' integrated reporting, incorporating the financial statements as well as public announcements in respect of financial results
  - » Qualification and independence of the external auditors for MyBucks
  - » Scope and effectiveness of the external audit function for MyBucks
  - » Effectiveness of MyBucks' internal controls and internal audit function
  - » Compliance with legal and regulatory requirements to the extent that it may have an impact on financial statements
- » The Social and Ethics Committee primarily assist the Board with overseeing the Group's activities having regard to any relevant legislation, other legal requirements or prevailing codes of best practice regarding matters relating to:
  - » Social and economic development, including the Group's standing in terms of the goals and purposes of- social and economic development, including the company's standing in terms of the goals and purposes of-
    - The OECD recommendations regarding corruption;
    - The employment equity; and
    - The Broad-Based Black Economic Empowerment Act (in countries where applicable);
  - » Good corporate citizenship, including the Group's-
    - Promotion of equality, prevention of unfair discrimination, and reduction of corruption;
    - Contribution to development of the communities in which its activities are predominantly conducted; and
    - Record of sponsorship, donations and charitable giving;
  - » The environment, health and public safety, including the impact of the Group's activities;
  - » Consumer relationships, including the Group's advertising, public relations and compliance with consumer protection laws; and
  - » Labour and employment, including-
    - The Group's standing in terms of the International Labour Organisation Protocol on decent work and working conditions; and
    - The Group's employment relationships, and its contribution toward the educational development of its employees.

This governance structure is applied in all subsidiaries where relevant and applicable. All Board Committees are required to:

- » Draw matters within its mandate to the attention of the Board as occasion requires; and
- » Report, through one of its members, to the shareholders at the company's annual general meeting on the matters within its mandate.

## Risk Management

Executive Management consider the following key risks to MyBucks' objectives in the execution of the strategy:

-  » External (cyber and other sources) or, unauthorised internal, data manipulation or access to confidential information
-  » Adverse foreign exchange exposure
-  » Inability to execute set strategies
-  » Inadequate and ineffective management of costs that may impact the ability to achieve financial targets
-  » Not realising sustainable funding lines in line with capital requirements
-  » Inability to honour obligations due to a lack of liquidity
-  » Ineffective collections processes
-  » Non-adherence to covenant requirements
-  » Non-compliance to legislative and regulatory requirements

These risks together with appropriate mitigation strategies, assessed on a quarterly basis by Management, drive the internal audit plan and are reviewed by the Audit Committee.



